

County of Los Angeles Health & Human Services

Multi-Agency Family Service Center Strategy June 2002



Contents

I.	Executive Summary	p. 3
II.	Process	p. 5
	- Scope	p. 5
	- Definitions	p. 6
	- Activities	p. 7
III.	Client Experience	p. 8
IV.	Prototype	p. 13
	- Core Components	p. 14
	- On-Site Services	p. 22
	- Referred Services	p. 23
	- Prototype Scenarios	p. 24
V.	Success Factors	p. 28
	- Place	p. 29
	- Technology	p. 33
	- People	p. 34
VI.	Real Estate and Asset Management Planning	p. 35
	- Existing Process	p. 36
	- Recommended Process	p. 42
	- Current Policies/Protocols	p. 43
	- Policy Recommendations	p. 44
VII.	Appendix	p. 46
	- External Best Practices	p. 47
	- County Co-Location Facilities	p. 56
	- Prototype Space Programs	p. 63
	- Planning Process Brochure	p. 68
	- Acknowledgements	p. 70

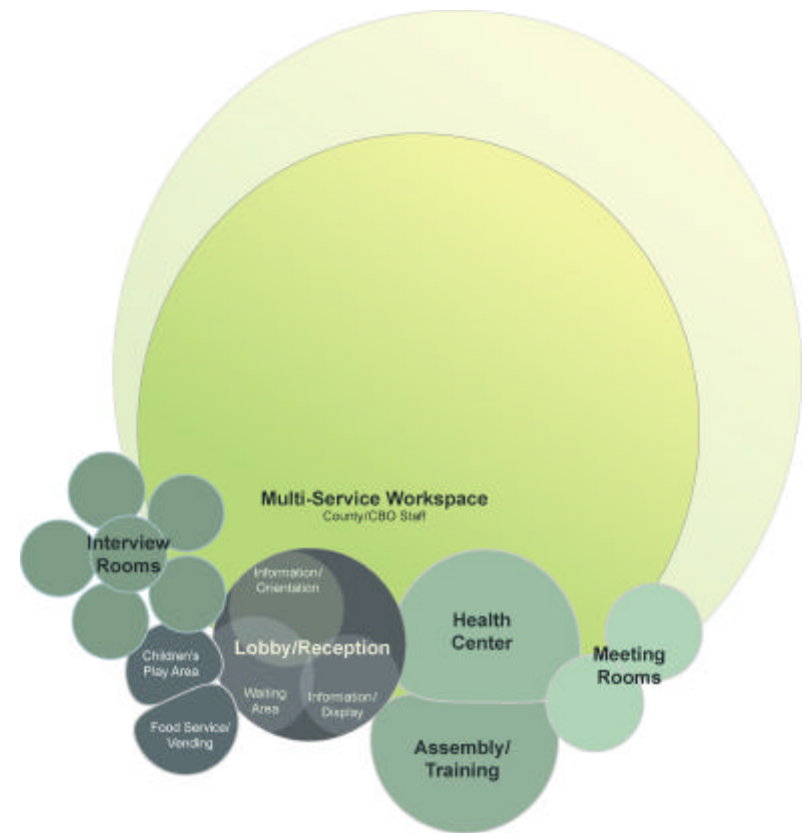


Executive Summary

The integration of County and community services has the potential to dramatically improve the lives of families and children in Los Angeles County. The development of a prototype where clients come for assessment, referral and services represents a significant step towards operationalizing a delivery model that **supports client access, improves customer service, creates a more collaborative work process, and results in a proactive approach to linking client needs with services.**

This study focused on the development of a physical prototype for an integrated service center and policy recommendations to support the implementation of these facilities. The prototype that has been created is intended to be flexible enough to be applied to a variety of communities throughout the County and to house both County and community run services. It includes core components or building blocks (depicted in the diagram to the right), which can be scaled up or down and added to at each location based on the unique, defined needs of the community. The core components are arranged into public (e.g. lobbies), semi-public (e.g. interview rooms), and private zones (i.e. County and community based organization workspaces), and have been developed to support a client experience that is inviting, safe, supportive, and uplifting.

Based on data collection efforts, three scenarios have been developed (Basic, Full-Service and Limited-Service) that depict ways that the prototype can be implemented, given the specific population to be served at each location. Each of these scenarios can be applied either to new County facilities or to existing facilities as space constraints allow.



Executive Summary

In order to support the successful planning and implementation of integrated service facilities, the County's Board of Supervisors should take the following five actions:

- **Adopt a policy to develop multi-agency family service centers** that provide children and families accessible, responsive health and human services, based on the prototype described in this report.
- **Assign a department or group** to consistently lead the process of developing a “**business plan**” for all integrated service programs and locations. The group should act as facilitator, guiding departments involved to define the programs and services to be provided, identify funding sources, plan respective roles and responsibilities, and develop location/space requirements.
- Require each potential service integration project to begin with a thorough **community needs assessment**. The needs assessment should drive the planning of each integrated facility by involving local clients in determining the services and programs required (demand) and also identifying what already exists (supply) within the local community.
- Require health and human services departments involved in new integrated service projects and the CAO's Asset Management division to follow the **Recommended Planning Process for Integrated Service Multi-Agency Facilities**, outlined on Page 42 of this report, which is intended to provide an efficient roadmap for planning integrated projects and associated facilities.
- Acknowledge that while space is a key element, there are additional organizational initiatives required to support integrated service programs/facilities, including the completion of a **technology plan**, development of a series of **Countywide training programs**, and increased attention to facilitating collaboration and **reducing barriers between departments**.

Once the Board adopts these recommendations, an implementation process should be initiated that includes the definition of specific programs and services (through a community needs assessment), locational analysis and site selection, development of detailed space requirements, design and construction, and roll-out of a communication effort to educate County employees and the community on this new service delivery strategy.

The following chapters of this report document the study process and outline the client experience upon which the prototype is based. Additional detail describing the prototype, scenarios, success factors, and current and recommended planning process and policies follows.

Process - Scope



In March 2002, Los Angeles County's Chief Administrative Office engaged Gensler and Asset Strategies to develop both a prototype for a multi-agency facility where the County's Health and Human Services programs could be delivered and policy recommendations that would support the implementation of such facilities.

The study involved three principal tasks:

1. **Identify best practices**, strategies and lessons with regard to co-location.
2. **Identify County real estate and asset management issues** associated with co-location and develop recommendations to ensure alignment of County policies.
3. **Develop a prototype** for a multi-agency "family service center" to serve the County's children and families.

The overarching goal of the study was to define a place where clients can come to access services that **"improve the well-being of children and families in Los Angeles County."**

The defined population to be served at such a facility is first, **families (cross-generational) that receive two or more services** from the Department of Public Social Services (DPSS), Department of Children and Family Services (DCFS), Department of Mental Health (DMH) and/or Juvenile Probation. A second population to be served are **children placed out of home** by DCFS, DMH or Probation.

The prototype is being developed **in support of the fifth goal of the County's Strategic Plan – to *improve children and families' well being***, in furtherance of the five Board-approved outcomes for children and families, namely:

- Good health
- Safety and survival
- Economic well being
- Emotional and social well-being
- Education and workforce readiness

Process - Definitions

For this study and future County activities, it is important to define the terms “co-location” and “service integration,” and to note the difference between them. **Co-location** refers to the concept of locating various County departments/agencies and/or non-County entities within the same facility. It does not necessarily mean that these groups will work together closely or share spaces other than common areas (e.g. entrances, lobbies, restrooms etc), however these could be possible benefits. Co-location is driven by the desire to improve service delivery and maximize the utilization of available space and reduce costs through sharing space, equipment, and other resources.

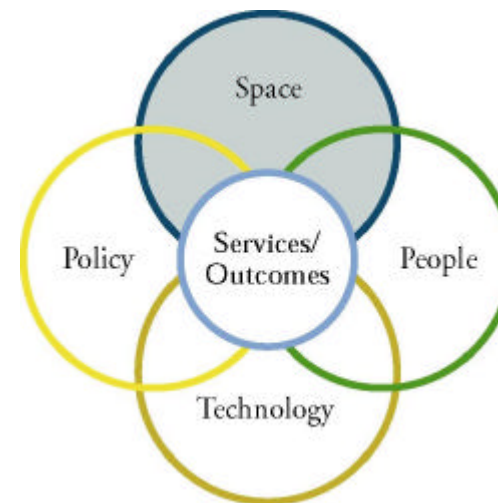
Service integration, on the other hand, exists when multiple agencies, including County departments and/or non-County entities, collaborate closely together to provide responsive, accessible programs and services. Service integration often includes co-locating multi-agency services so that the multiple needs of families are addressed in one location.

This study primarily addresses the physical co-location requirements of service integration. It also acknowledges that co-location in itself is a different and viable solution that the County has and will continue to use to efficiently meet space needs and better serve clients. The resulting recommendations focus on a physical prototype and County real estate and asset management policies and procedures necessary to successfully implement integrated service centers.

“County-facilities need to be of the community.... to support and engage the community” – County Staff

The opportunity to develop a **space** for children and families to successfully access services can best be realized by linking the physical components to other elements which must be addressed in order to achieve success: **people, policy, and technology**. The diagram below illustrates how each of these elements should be viewed together as a complete concept in order to improve the County’s services and thus the outcomes for children and families.

This report is focused on the space prototype and policies to support the development of integrated service centers. However, the report also outlines ways to strengthen each of the other necessary elements, so that the prototype can fully support the goal of improving the well-being of children and families in Los Angeles County.



Process - Activities



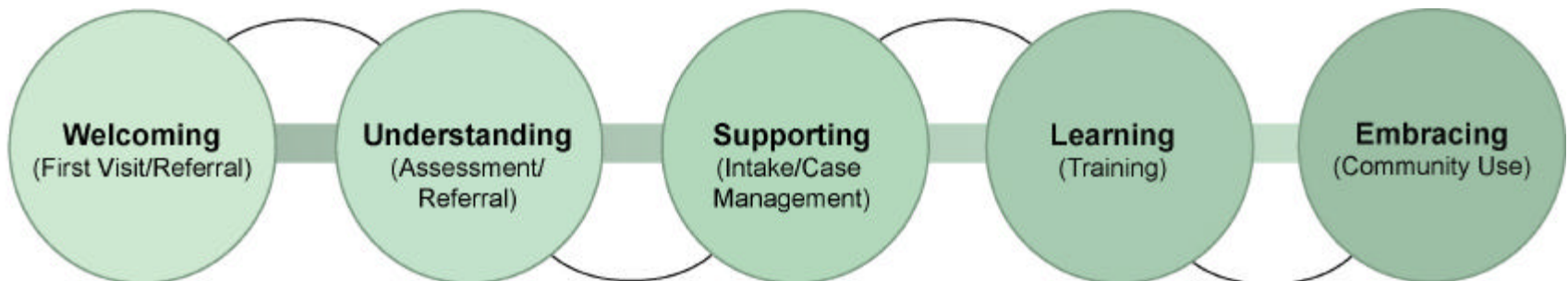
The study began in March 2002 and was completed in June 2002. The process was implemented in a highly collaborative manner, involving more than 45 County staff from various agencies and departments, as well as community representatives.

Kick-Off Meeting	March 12th
External Best Practices <ul style="list-style-type: none"> - San Diego South Region Center - Minnesota Workforce Centers - Villa Parke Family Resource Center, Pasadena - PATH Regional Center, Los Angeles 	March/April
CAO & Department Head Orientation	March 26th
Interviews with Stakeholders	April 3rd & 4th
Review Sessions	April 17th/May 6th
County Co-Location Facility Tours <ul style="list-style-type: none"> - Centro Maravilla Service Center, East LA - Borax Building, START Program, LA - DPSS Region 4 /Family Service Center, LA 	April 18th
Findings Worksession	May 9th
Draft Report/Review Session	May 28th
Final Report	June

Client Experience

The objective of an integrated, multi-agency facility is to improve the health and well-being of families and children by identifying client needs and facilitating access to available services (both County and community). **In order for these important connections to take place, the facility prototype is based upon creating a client experience that is supportive, caring, and efficient.** This section explores the experience of a client in coming to a co-located, multi-agency facility at various stages in their involvement with the County.

“We need to mitigate the stigma of going to a County facility....make it pleasant, even enjoyable.” – County Staff



Client Experience



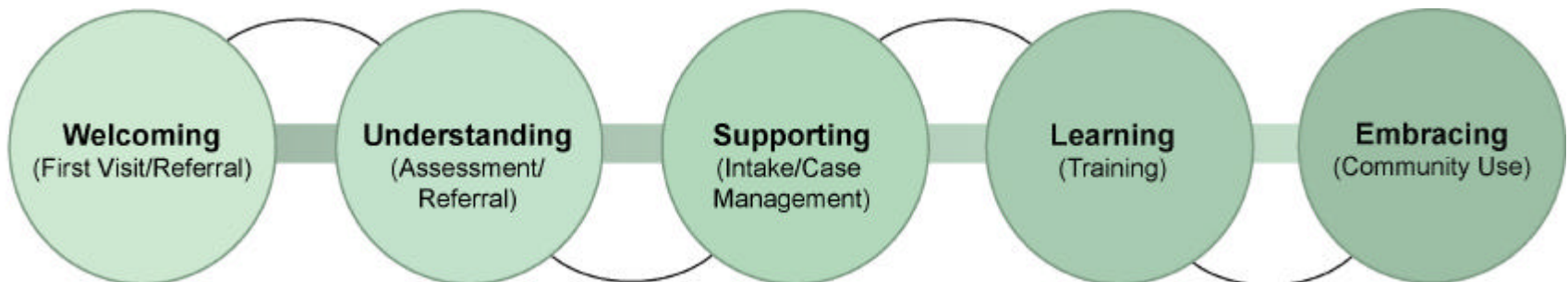
Welcoming

Upon entering the facility either for the first time or on a return visit, an individual should feel immediately welcomed. Information about where to go for services should be plentiful and staffed “concierge areas” should be well-marked and easily-accessible. Perhaps, above all, the initial experience should resonate with the question, “How can I help you?” The first impression, whether it is a first visit or not, is therefore about a feeling of warmth, reception, and optimism. Existing and prospective clients are connected to staff and with relevant information and needed services.

“Co-location has the ability to enable significant cultural change.” – County Staff

Understanding

Coming to a County facility is about learning and a shared understanding. Many potential clients know little about the County and what it and its community-based partners offer, and may simultaneously not fully understand or be capable of diagnosing their own need. If they know which service or program may be of use, they can immediately be directed to it by a “concierge,” or assisted in setting up an appointment. In addition, and perhaps more importantly, the County is also tasked with recognizing the needs of potential and existing clients, and thus the first staff that meet with clients should be cross-trained and focused on helping to make an accurate assessment and referral. Clients should leave an initial interview feeling encouraged and hopeful.



Client Experience

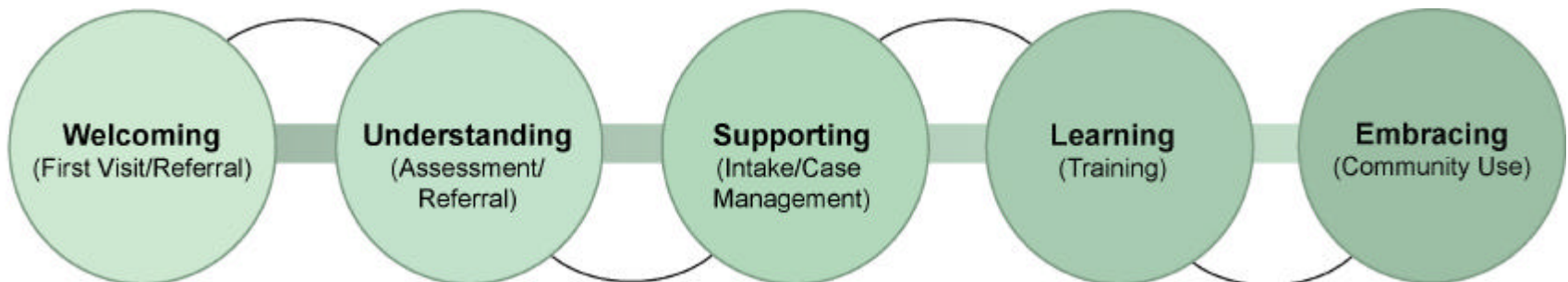


Supporting

For those individuals, families and children who come to the facility on a regular basis, services and assistance should be encouraging and uplifting. The facility should be a place where waits are minimal, parking is plentiful and staff are supportive, compassionate, and informative. Upon entering, clients should check in at a staffed “concierge” area, and wait in adjacent seating areas until a County or community based organization (CBO) staff member comes to get them for an interview or appointment. Children should be able to play in designated areas within view of parents and then join their parents when they transition to adequately sized meeting or interview rooms. At the close of any session, the question should be posed, “Can we help you with anything else?,” and any necessary appointments or referrals should be scheduled.

Learning

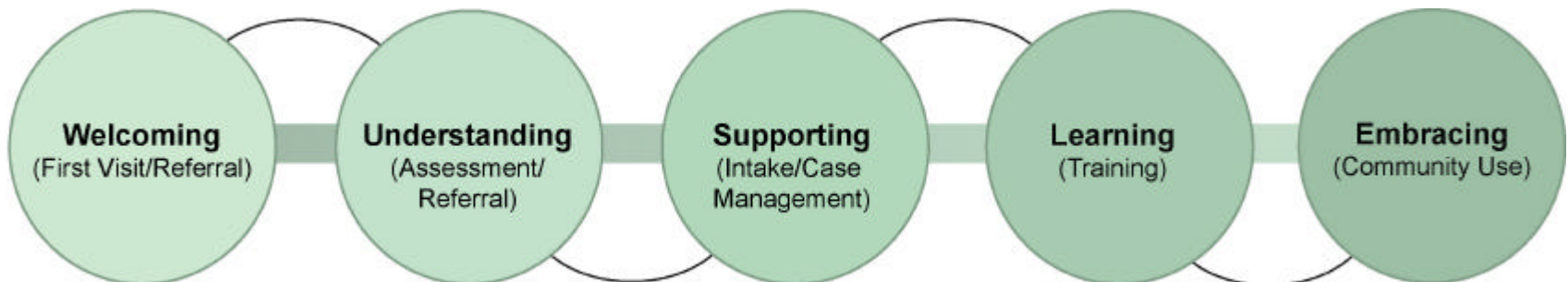
Scheduled and unscheduled learning opportunities should be facilitated throughout the facility. When arriving for scheduled classes, there should be clear signage posted as to where to go. As clients pass from the entry through the lobby to a training space, they should also encounter both staff who can answer questions and direct them to places where they can get printed materials or learn more about the County through such resources as web-based kiosks. The facility should also present a professional atmosphere, without appearing overly somber or austere, to set the tone for the many clients who are coming for job-related learning opportunities.



Client Experience

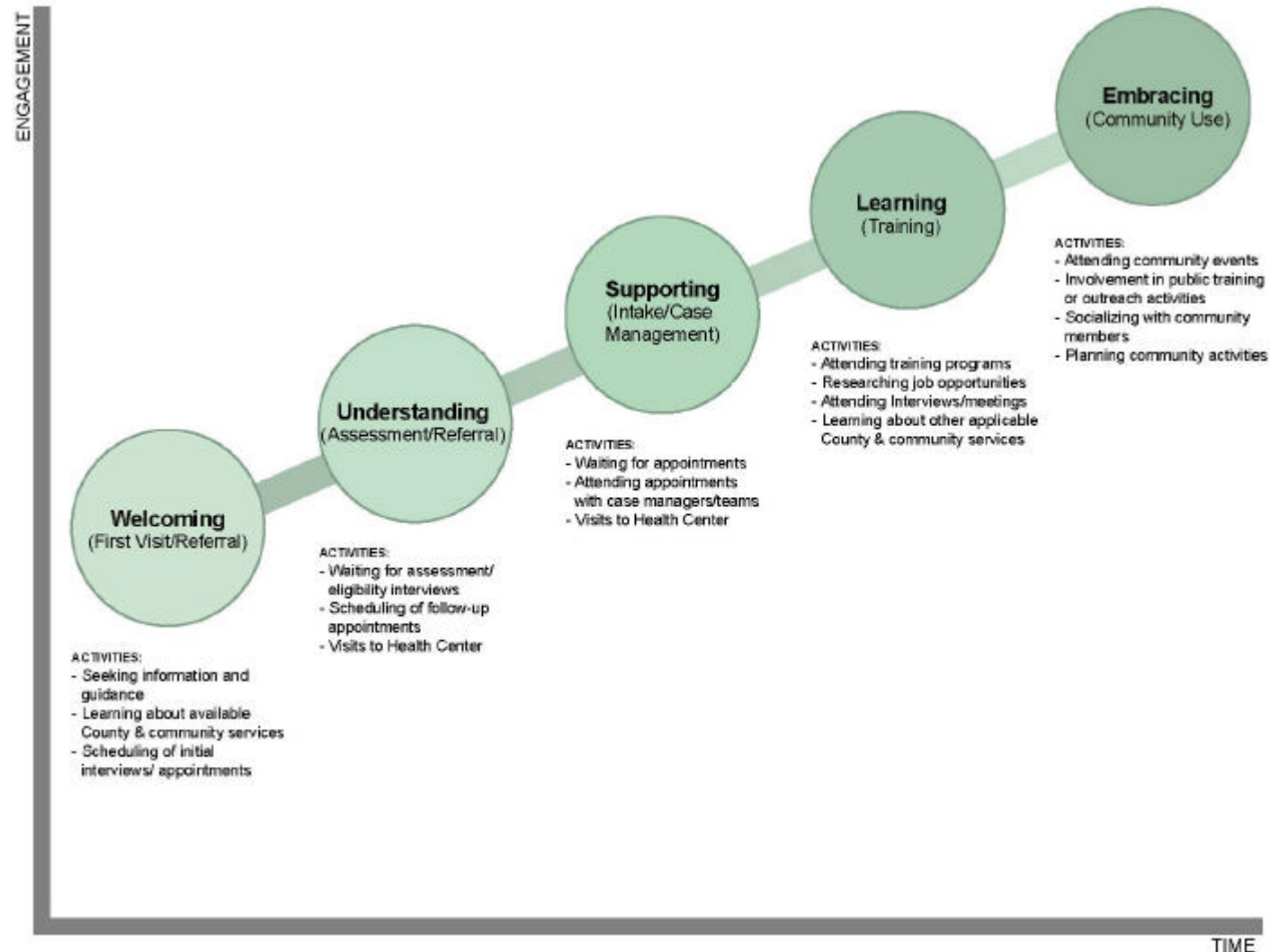
Embracing

While the primary goal of integrated service centers is to provide services and referrals to programs, these facilities should also be places where neighborhood and community members, whether they are clients or not, can come to hold meetings and conduct classes or recreational activities. The availability of large assembly spaces and public spaces for the community should be maximized to support the idea that the facility is “of the community.” When clients and community members alike enter the facility they should be welcomed and staff should encourage their involvement. Broadening the role of the facility has the additional benefit of reducing the stigma for existing and prospective clients of coming to a place that is perceived to be only for “high-need” families and children.



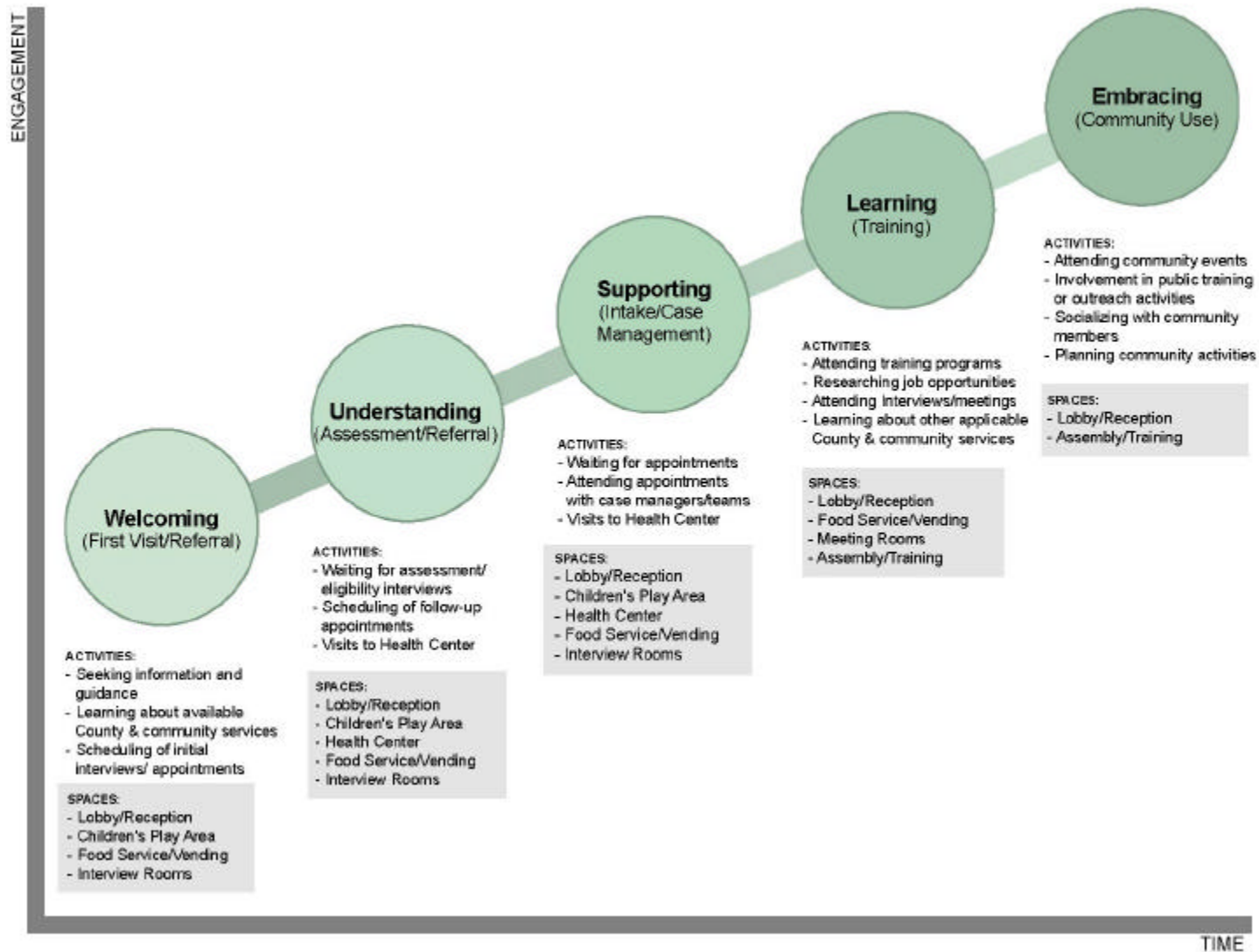
Client Experience

As clients use the space over time, a greater and greater level of engagement will occur resulting in the space becoming “of the community.” Specific activities will occur within the facility as listed below. These activities drive the space components required in the prototype.



Prototype

The spaces that support the client experience and activities comprise the **core components**, or building blocks, of the prototype.



Prototype: Core Components

Each prototype location will vary based on the composition of the community, the number of programs/services located within it, and staff required. All of these factors must be determined through a community needs assessment. This is in keeping with the objective of creating County spaces that respond to the specific and variable needs of particular communities and incorporate their input in the planning process. There are, however, a set of space components and spatial attributes that will be consistent to all locations and serve as the building blocks of each facility.

The core components have been divided into three categories:

Public – Areas where clients and community members can enter freely to seek information, schedule meetings/interviews, and wait with their children for appointments (e.g. lobbies).

Semi Public – Spaces where interviews and meetings take place on a scheduled or invited basis (e.g. interview rooms).

Private – Reserved County and CBO work spaces, which are dedicated to staff and invited visitors only (e.g. offices/workstations and meeting rooms).



Prototype: Core Components: Public

To create a facility that is welcoming and comfortable for clients and staff, a number of safe and inviting public spaces flow off of the entrance. While they will have security, they are fully open to the public when they are looking for information and waiting for interviews/ meetings. Because these public areas are the first point of contact with the facility and its staff, they are critical in creating a positive impression and supporting the connection of clients to the right services.

Building Entry

The entry of the building should be highly visible and in a location that is easily accessible from either parking or from public transportation. The building entry must be adequately sized to draw people into the building, rather than result in people waiting for long periods outside.

Attributes:

- Accessible and highly-visible
- Welcoming and non-threatening
- Safe and secure

Lobby/Reception

In many ways, the lobby is the heart of the building, where the largest number of activities will take place and where the tone of the facility is set. The lobby should be located directly off of the main entrances and be large enough to provide ample seating for those waiting to meet with staff, and areas for those who are seeking information or guidance from “concierge” staff positioned in the lobby.

Attributes:

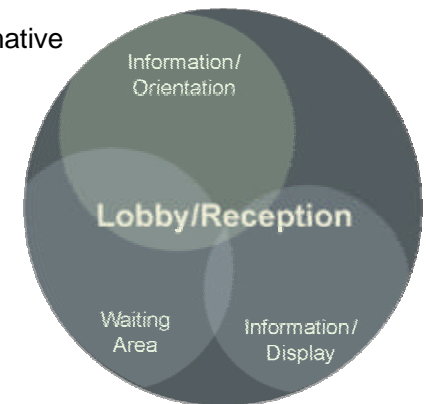
- Warm and inviting
- Well-ordered and easy to navigate
- Safe and secure
- Branded as a facility for families

Information/Orientation

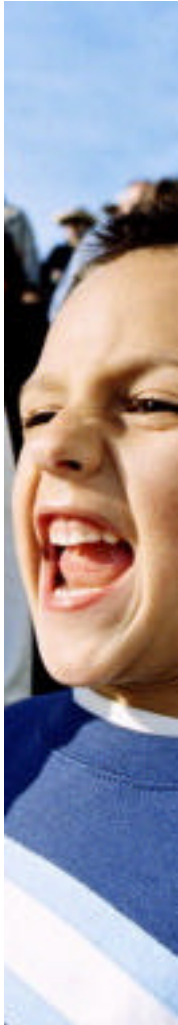
Information is each facility’s greatest currency. It is through the provision of accurate and appropriate information that the greatest number of people can be connected to the right services. Within each facility, there are two types of information sources: staffed and self-service. A staffed “concierge” desk is where cross-trained County service coordinators greet people, and help them navigate County and non-County services. Throughout the lobby and at key intersections (e.g. elevator banks or near restrooms), self-service information sources (e.g. kiosks, booths, video screens, and bulletin boards) provide visitors access to relevant information.

Attributes:

- Prominently located
- Clear and concise displays
- Friendly, helpful and informative
- Multi-lingual



Prototype: Core Components: **Public**



Children's Play Area

All facilities should have an unstaffed children's play area that is visible to parents while they are waiting for interviews or meetings. In addition, some facilities may have a staffed child care area, where children are watched on a temporary basis. Children will accompany their parents to interview rooms in facilities with play areas that are unstaffed.

Attributes:

- Visible and secure
- Well-tended and safe
- Educational and fun



Food Service/Vending

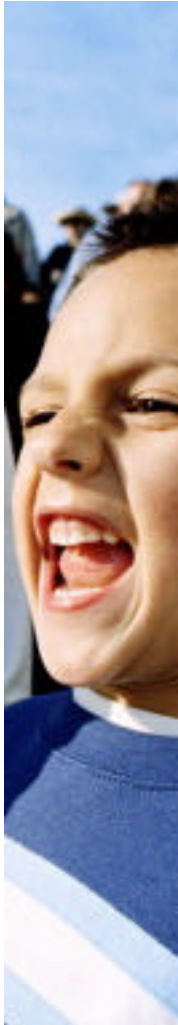
Between appointments, families should be able to get inexpensive food and beverages while they wait. At a minimum, vending machines should be located off of the lobby and appropriate seating areas to consume food (whether purchased or brought) should be provided. Larger facilities or those that are far from restaurants or food outlets may also have a cafeteria with prepared food. Cafeterias and lunch rooms can also serve as informal meetings areas for County, CBO staff and visitors.

Attributes:

- Convenient and fast
- Reasonably priced
- Healthful and geared to adults and children



Prototype: Core Components: **Semi-Public**



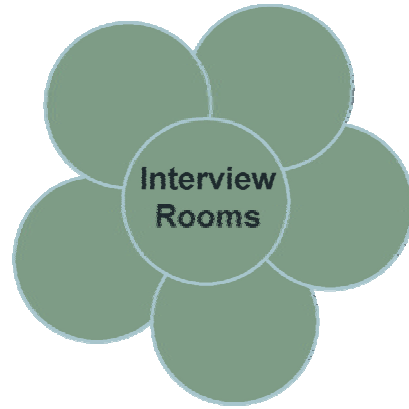
While much of the facility will be open to the public, there will be other “semi-public” areas where clients and visitors will come for scheduled meetings and interviews with County and/or community based organization (CBO) staff.

Interview Rooms

Small interview rooms should be located off of the main lobby and/or workspaces and should be sized for up to 8 people to accommodate 2-3 County or CBO staff as well as families of approximately 5 members. Initial referral, assessment and eligibility interviews should take place within these rooms. County and CBO staff may also utilize these rooms for small meetings when they are not reserved for client interactions.

Attributes:

- Friendly and welcoming
- Safe and secure for staff and clients
- Non-threatening

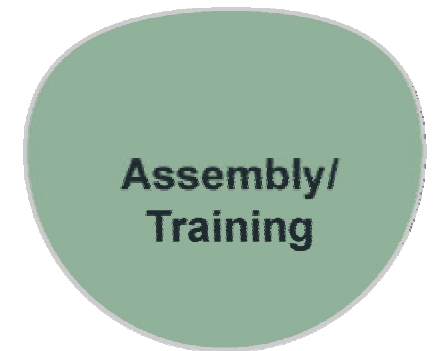


Assembly/Training

Adjacent to the main entrance a large assembly room should be included in most facilities both to serve as a space for staff to congregate for training (e.g. software, HR, policy), and for community groups to use on a reserved basis. The size of the room should depend on the availability of similar spaces in nearby facilities, such as libraries or family resource centers, and on the size of the staff population, but is estimated to range from seating 40 to 80 people.

Attributes:

- Flexible and easy to reconfigure
- Technology-integrated



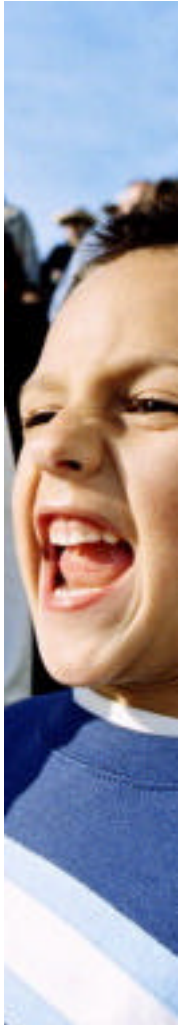
Prototype: Core Components: **Semi-Public**

Health Center

An on-site health center should provide basic services that are convenient and complementary to the programs housed at the facility (e.g. cash assistance). The center would be staffed with registered nurses and its services would focus on testing, immunizations, education, and referrals. In addition, the center should provide an appropriate level of privacy (both visual and acoustic) for patients during visits.

Attributes:

- Friendly and proactive
- Easily accessible
- Configured to support privacy requirements



Prototype: Core Components: Private

The private portion of the facility is reserved for staff and invited visitors. The purpose of these areas is to provide a work environment that supports focused tasks as well as teaming activities.

Multi-Service Workspace for County/CBO Staff

County staff and community based organizations (CBOs) should be co-located in a shared work area. Workspaces should facilitate collaboration between programs, departments and the County and CBO staff and should vary in size depending on populations served and requisite staff levels. Open plan work stations and offices should be clustered into teams (when appropriate based on confidentiality requirements), and configured so that they are proximate to meeting rooms as well as unreserved work areas where informal information sharing can take place. It is important that technology in the workplace should support the exchange of information by ensuring systems are compatible and providing network access in both personal work areas and collaborative spaces. This area will be accessible to County/CBO staff and non-client visitors only.

Attributes:

- Arranged to maximize cross department, program and service collaboration
- Bright and open
- Technology-integrated

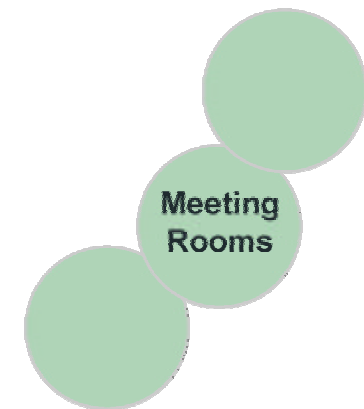


Meeting Rooms

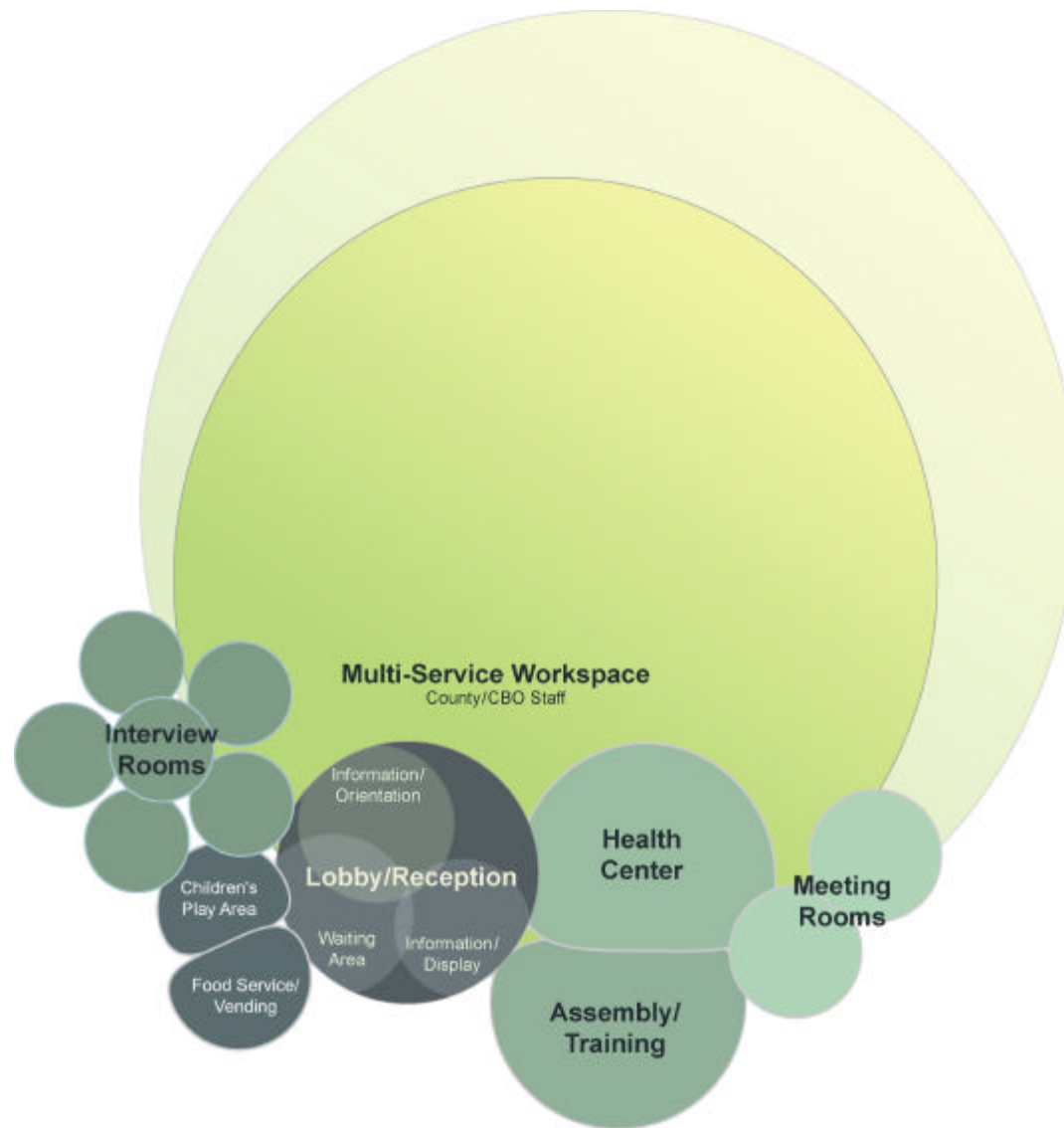
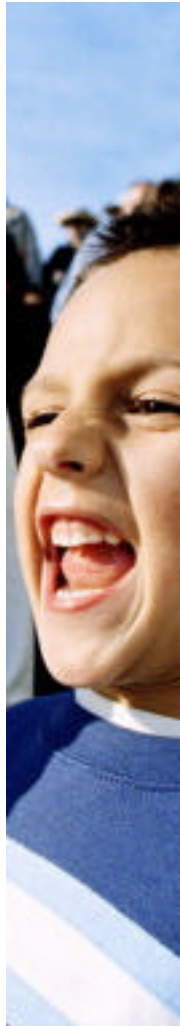
Throughout the work day, County and CBO staff need areas to meet to strategize about client cases and evaluate and advance programs and services. Moderately sized meeting rooms for up to 12 people should be located adjacent to the multi-service workspace, and are designed for use by County and CBO staff on-site, as well as visitors. Meeting rooms should also be wired (voice and data) for staff using laptops. Staff will be able to meet with clients in the interview rooms, which should be adjacent to the lobby.

Attributes:

- Flexible and easy to reconfigure
- Comfortable and integrated into workspaces
- Technology-enabled

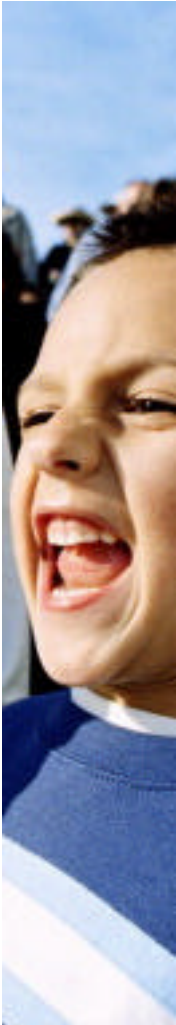


Prototype: Core Components





Prototype: On-Site and Referred Services



The following two pages list elements that should be located **on-site** in the prototype, as well as those services which staff will **refer** clients to, but will be housed elsewhere. The determination of on-site versus referred programs was made based upon input from a cross-section of County and community representatives.

There are a multitude of County and community services and programs that could be housed in a multi-agency facility.

Throughout the course of this study, emphasis has been placed on ensuring that an initial prototype not try to be all things to all people, but rather, house the most essential, complementary services to affect the desired outcomes for children and families. The particular mix of programs and services to be located at an integrated service facility has also been determined with the understanding that certain populations are incompatible and need to be separated (e.g. domestic violence offenders/victims).

Prototype: On-Site Services

The functions that are onsite should be largely focused on providing assessment, facilitating intake and delivering services. The physical co-location of these services is driven by a desire to provide clients with a centralized location for complementary services, encouraging staff serving similar populations to work together, and also, the objective of sharing both staff and other County resources among compatible departments/programs. Based on an initial worksession with County and community representatives, the services that are anticipated to be located on-site are listed below. The actual programs and services at each location will vary as a result of the outcome of a community needs assessment. It is important to note that some of the services listed below may not be provided by the County today, but were deemed to be worthy of consideration for inclusion in a future integrated service facility.

General

- Multi Agency Case Management Teams
- Multi-Agency Assessment Teams
- Transportation Assistance Services (e.g. vouchers)

Health

- Alcohol/Drug Programs
- Family Planning/Pregnancy Testing
- Health Education/Advocacy
- Healthy Families/Medi-Cal Enrollment
- Immunization Services
- Mental Health Counseling (Adult and Child)
- Registered Nurses
- Smoking Cessation
- Tuberculosis Testing
- Women, Infants & Children (WIC)

Financial

- Cash Assistance
- Food Stamps
- Job Search Assistance/Career Planning

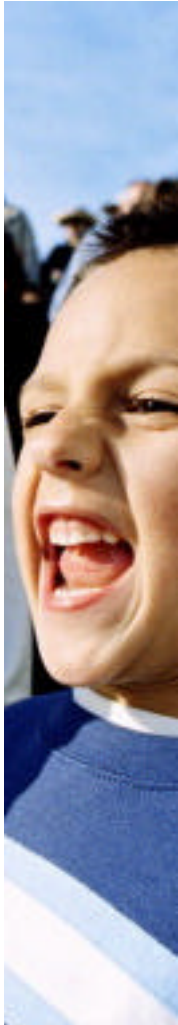
Social

- Child Support Services
- Disability Services
- Elderly Adult Services
- Emergency Child Abuse and Neglect
- Support to Foster Care Parents

Educational

- Adult Literacy
- After-School Programs
- Children's Education Services
- Parenting Skills

The delivery of on-site services is intended to take place primarily in the “public” and “semi-public” components of the prototype, including the interview rooms, lobby/reception, health center, and assembly/training spaces. The Multi-Service Workspace, on the other hand, provides a work area for the administration of on-site programs and services by County and CBO staff. Visitors are permitted in the Multi-Service Workspace on an invited basis only.



Prototype: Referred Services

For the purposes of space efficiency, as well as in support of the goal of providing a human scale to integrated service facilities, there are numerous services for which clients will be referred to other service providers. While these services will be located elsewhere, staff at the prototype location will be able to provide thorough information about them to clients, and will facilitate access by scheduling appointments and assisting with transportation. At a minimum, the services that staff will be trained to refer clients to, and for which general information will be provided are listed below.

General

- City/Unincorporated Services*
- Legal Services
- Voter Registration

Health

- Adult Healthcare
- Dental Services
- Emergency Food Assistance
- Emergency Health Care
- Eating Disorders
- Medical Therapy
- STD/HIV Testing
- Vision Services
- Well-Child Healthcare

Financial

- Disability Benefits
- Emergency Food Assistance
- Utility Shut-Off Assistance

Social

- Alcohol and Drug Treatment
- Child Abuse Case Management
- Child Care Resource and Referral
- Child Care Services
- Domestic Violence Services
- Emergency Shelter
- Eviction Support Services
- Referral to Foster Care
- Gang Prevention
- Homeless Services
- Housing Assistance
- Immigration Services
- Probation Case Management
- Services for Children with Disabilities
- Veterans Services

Educational

- Job Training

Referral of clients will take place in the “public” and “semi-public” components, in particular at “concierge” areas in the lobby/reception and during discussions with County or CBO staff in interview rooms. In addition, information will be provided at key junctures throughout the facility to encourage clients to learn about the breadth of services that are available and to inquire about where and how they can access them.

* The determination of whether City/Unincorporated Services will be located within a County multi-agency facility or a referred set of services is currently being addressed.

Prototype: Scenarios



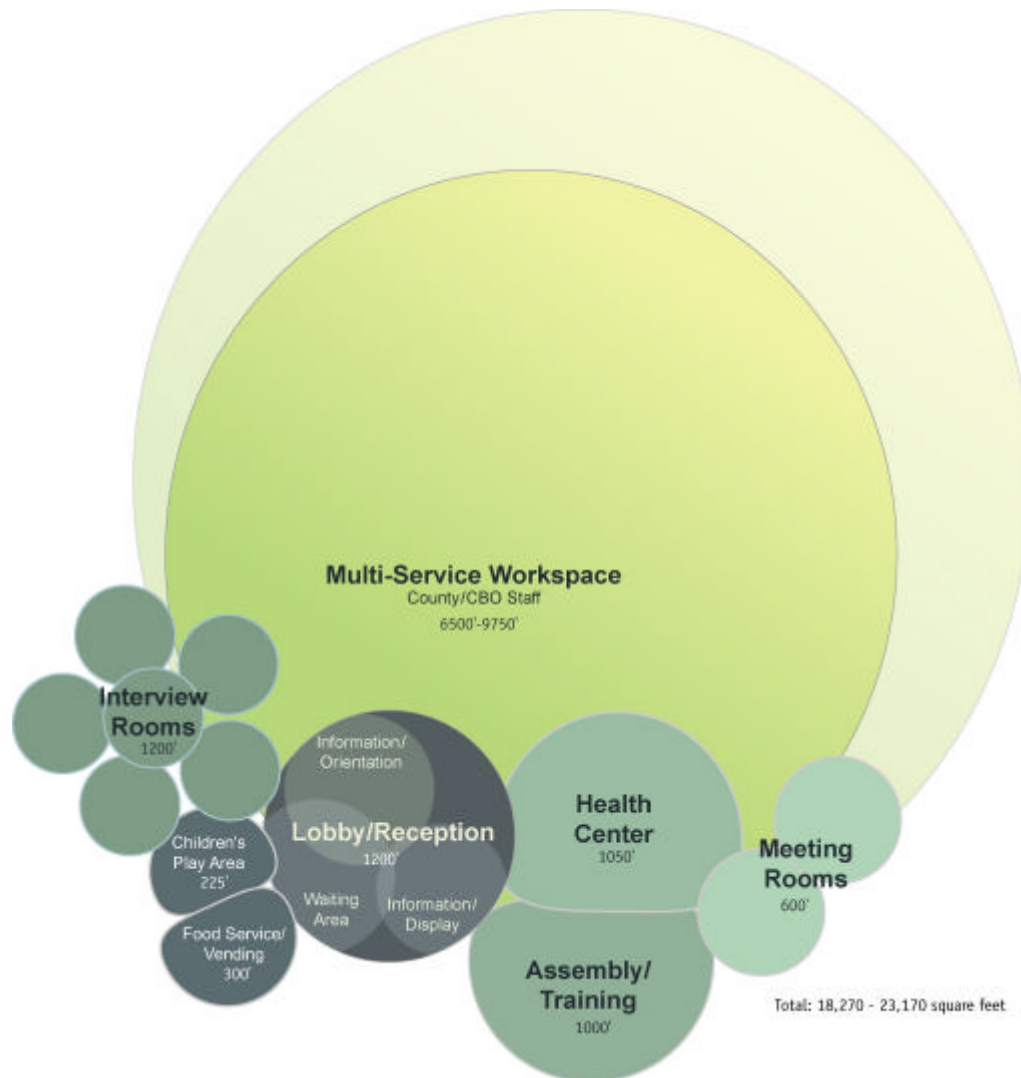
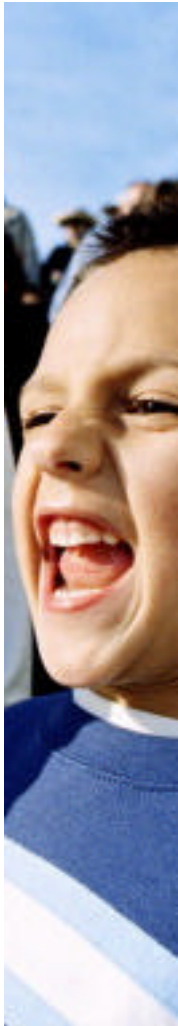
The prototype has been explicitly developed for flexibility. It can expand and contract depending on the demand for programs and services in the designated community, financial resources and the existing supply of needed programs/services. For instance, following a needs analysis, it may be determined that an effective health center already exists within the community and therefore may not be necessary in a new multi-agency facility.

Based on data collection activities and research, we have developed three prototype scenarios, which are applicable to different communities, and thus may vary in the exact composition of programs and services provided. **Each prototype has been developed to accommodate a range of County and CBO staff populations**, specific numbers for which will be further defined following a community needs assessment and development of a “business plan” for the integrated service facility in question. In addition, each of the scenarios can be integrated into an existing County or community facility or at a new location.

The three scenarios are:

1. **Basic** – includes all of the on-site programs and services (including a health center) and a range of between 50 and 75 County/CBO staff. This model is applicable to a broad range of communities, where moderate levels of County services exist, but where a wide range of services are deemed necessary.
2. **Full-Service** – incorporates additional, complementary CBO and County staff (totaling between 150 and 225) in order to service larger populations and geographic areas, where a high demand for services exists.
3. **Limited-Service** – is intended either to be stand alone or to fit within a larger County facility, and to focus on assessment and referral, with minimal direct services provided onsite. The base assessment/intake staff housed at the facility will range from 12-25, but case managers are not located at this facility. In addition, there is no health center in this model, and clients are instead referred to nearby facilities.

Prototype Scenario 1: Basic

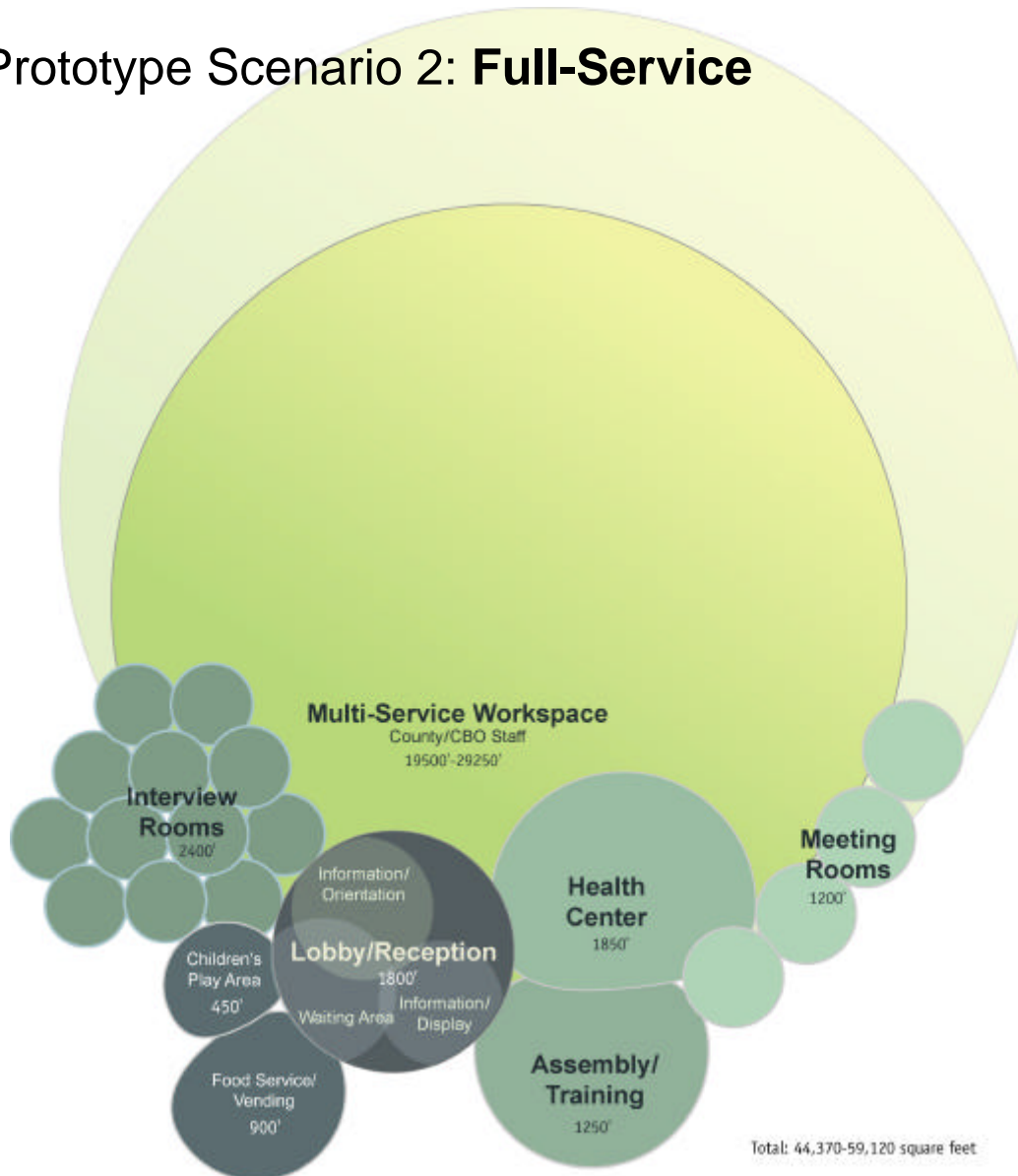
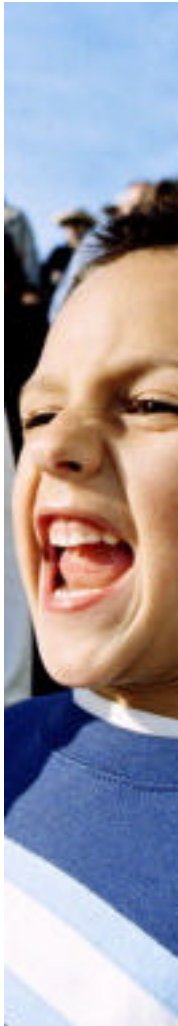


Space Summary:

Lobby/Reception	1,200
Children's Play Area	225
Food Service/Vending	300
Interview Rooms (6)	1,200
Assembly/Training	1,000
Health Center	1,050
Meeting Rooms (2)	600
Multi-Service Workspace (50-75 County/CBO Staff)	6,500-9,750
+ Circulation Factor (35%)	4,230-5,360
+ Rentable Factor (12%)	1,960-2,480
Rentable Square Footage	18,270-23,170

See Appendix for detail

Prototype Scenario 2: Full-Service

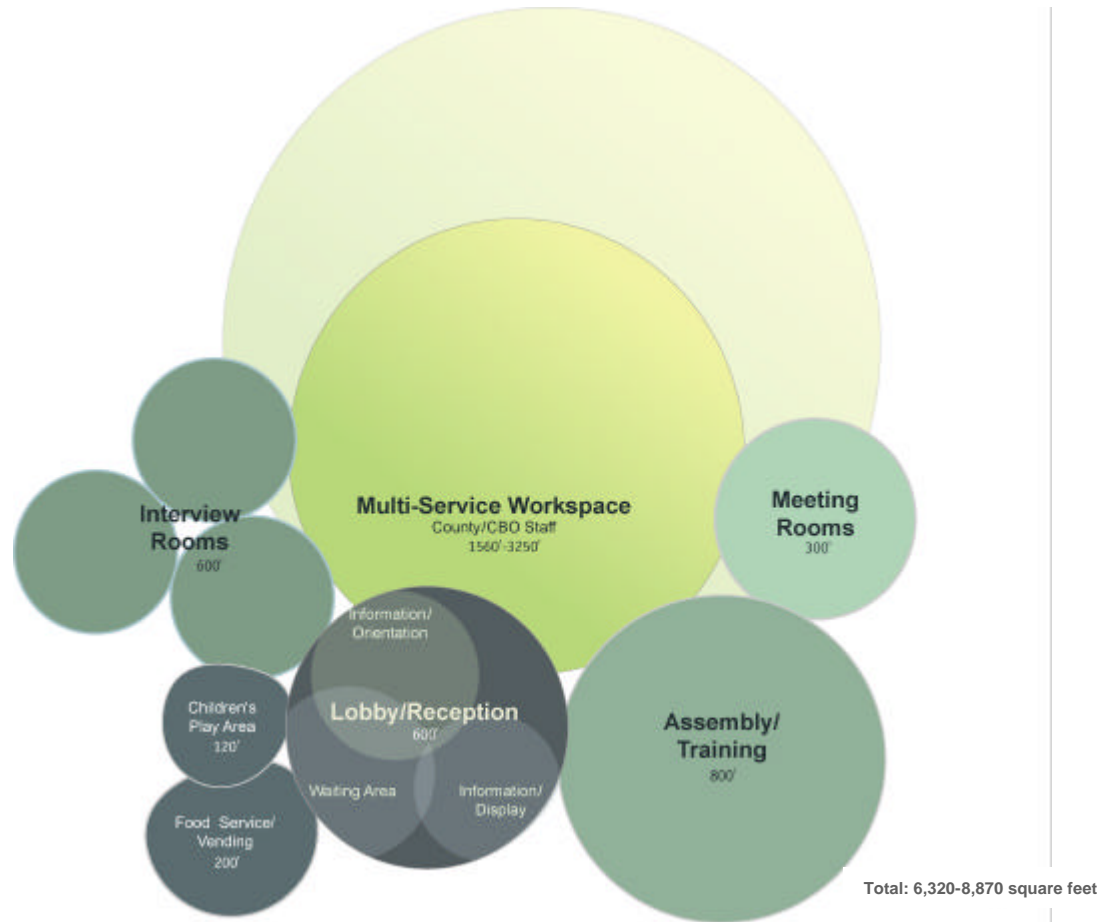
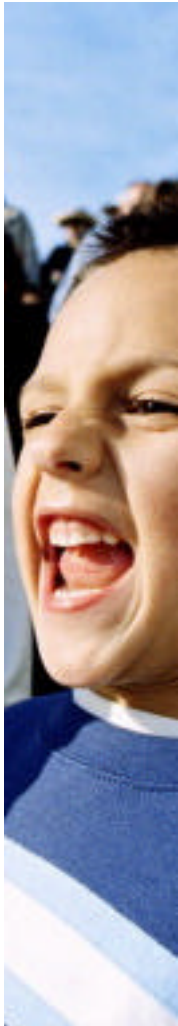


Space Summary:

Lobby/Reception	1,800
Children's Play Area	450
Food Service/Vending	900
Interview Rooms (12)	2,400
Assembly/Training	1,250
Health Center	1,850
Meeting Rooms (4)	1,200
Multi-Service Workspace (150-225 County/CBO Staff)	19,500-29,250
+ Circulation Factor (35%)	10,270-13,690
+ Rentable Factor (12%)	4,750-6,330
Rentable Square Footage	44,370-59,120

See Appendix for detail

Prototype Scenario 3: Limited-Service



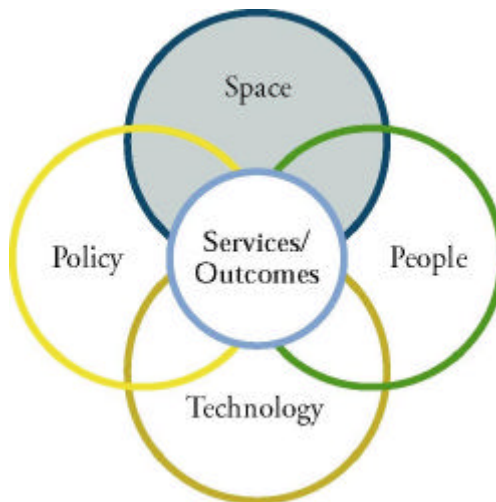
Space Summary:

Lobby/Reception	600
Children's Play Area	120
Food Service/Vending	200
Interview Rooms (3)	600
Assembly/Training	800
Health Center	NA
Meeting Rooms (1)	300
Multi-Service Workspace (12-25 County/CBO Staff)	1,560-3,250
+ Circulation Factor (35%)	1,460-2,050
+ Rentable Factor (12%)	680-950
Rentable Square Footage	6,320-8,870

See Appendix for detail

Success Factors

Based on best practice research, site visits and interviews with County and community staff, **a set of success criteria have been developed.** They are intended to address key considerations, with regard to human resources, service delivery, technology standards, and policies and protocols, which should drive the planning and implementation of an integrated service facility.



“Co-location can be used to help build enthusiasm for the County’s work by changing the environment....a new initiative may help build fresh momentum and excitement for the work.” – County Staff



Success Factors: **Place**

Location and Site

- Select a location that is **prominent** within the designated community, and which, if possible, is either near to or part of an existing community facility. Examples of such locations may include existing recreation centers, family resource centers, civic centers, or library sites.
- Complete an analysis of existing services provided by the County or other providers by SPA to determine where the **highest need for services** is and to avoid duplication of in-place services. Conversely, locate the facility near complementary facilities, such as shelters for the homeless or schools, to provide convenient access to referred services.
- Locate the facility **near transportation lines** to enable easy access. In parallel, provide ample, free or validated **parking** for the high percentage of clients that come by automobile.



Success Factors: **Place**

Access

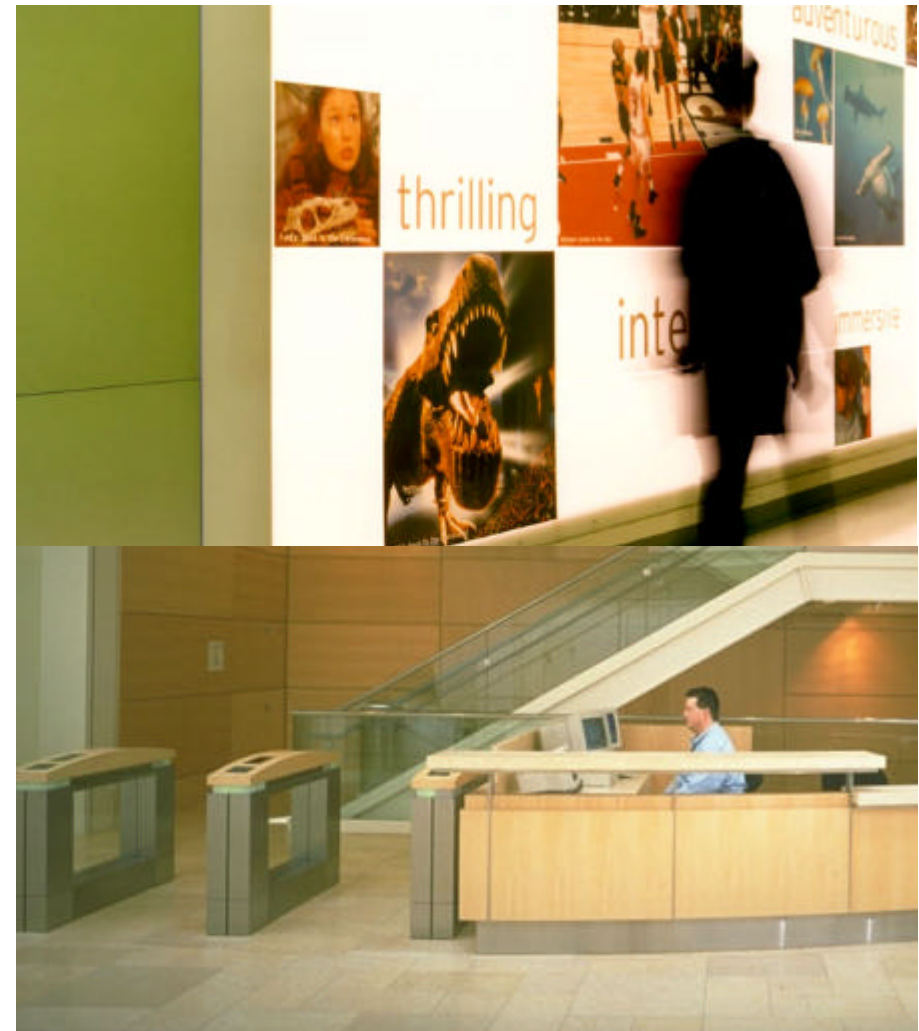
- Ensure that the facility has **flexible hours** to allow clients to come before or after work, or alternatively, on the weekends. To mitigate staff and utility costs for extended hours, plan hours so that different facilities can, if necessary, alternate weekends or nights that they are open.
- Provide **assembly and/or recreational facilities** for the use of the community to expand the role of the facility beyond providing County services, and thereby to reduce the potential stigma of a “County” facility. During an initial community needs assessment, determine if facilities for community use already exist nearby, and plan spaces accordingly.
- Plan **wayfinding and signage** to enhance clients and visitors navigation throughout the facility. This should begin as one exits public transportation, or the parking lot, enters the building and is connected with information and relevant services.



Success Factors: Place

Look and Feel

- Design the facility to be **inviting, welcoming and engaging**. One way is to utilize wall surfaces to showcase community artists (adults and children) that may be representative of cultures in the community. As a general rule, incorporate warm colors, and decorations and furnishings that are exuberant and lively as opposed to institutional.
- Scale the facility in keeping with the community it is located within and present a non-threatening, “**human scale**” to those visiting it. If the facility is part of a larger building, provide a separate entrance, if possible, and brand it as a place for families and children.
- Ensure that the building is **safe and secure** while supporting the objective of making it non-threatening. For example, utilize metal detectors (as necessary) which are unobtrusive and integrated into the design. Similarly, provide such measures as hidden panic buttons within interview rooms in case of emergency.



Success Factors: **Place**

Space Planning

- **Zone interior spaces** to distinguish highly public areas (e.g. lobbies) from semi-public areas (e.g. interview rooms) where a visitor must be accompanied, and from a more private zone reserved for staff and visitors.
- Provide an **adequately sized lobby** with ample seating to ensure that individuals and families are comfortable while waiting. Clients should not need to linger outside, possibly disturbing neighbors.
- Incorporate numerous places to **display information** throughout the facility. In lobbies, create bulletin boards, kiosks and/or video displays. At key intersections throughout the facility, such as elevator lobbies, position bulletin boards or built in displays, to provide a consistent but focused flow of information when clients are waiting or transitioning from space to space.
- Design the office to **support teaming** by arranging workspaces in “clusters” and locating informal meeting areas (i.e. tables and seating areas) in proximity to workspaces to support collaboration throughout the work day.



Success Factors: Technology

- Incorporate **interactive computer kiosks** and video screens with relevant programming as information sources for potential and existing clients.
- **Integrate databases and servers** whenever possible (pursuant to Federal requirements) in order to facilitate information sharing and reduce duplication of tasks.
- Wire the entire facility to support the existing phone, data and server needs of staff, as well as to provide **flexibility to grow into advancing technologies**. In particular, provide power and data connectivity in interview, meeting rooms and assembly spaces, to allow staff to access and input data and work in groups away from their work spaces.



Success Factors: **People**

- Select staff for the facility with strong interpersonal skills that are **friendly, empathetic, and knowledgeable** about the County and CBO programs and have a track record of creatively seeking solutions to human issues.
- **Cross-train** all staff on both customer service and on basic information about onsite programs and referred programs. Through regular trainings keep staff abreast of changes and encourage them to think of themselves as County or even “community” staff, as opposed to strictly a member of their department.
- Design and operate the facility to be responsive to the diverse population that exists within the County of Los Angeles, particularly the requirement for both **multi-lingual signage and staff**.



Real Estate and Asset Management Planning

Striking the right balance between a reactive service approach and pro-active strategic asset management is one of the most difficult issues facing every large organization. Over the last several years, the CAO has been implementing a number of organizational and procedural changes directed at creating a centralized, pro-active real estate management system. Particular emphasis has been given to the health and human services departments since they are the largest and most complex, and require the most extensive facilities. Lowering costs and improving service continues to be a constant challenge.

The added dimension of providing facilities that seamlessly co-locate, let alone integrate, multiple services from independent departments is still more difficult. When CBOs, County contractors, and other government service providers are added to a group of prospective tenants, the task becomes daunting. **Today, there is no process in place to support the transition of an integrated service program from the idea stage through to the definition of a space and location plan.**

The discussion which follows describes the current space acquisition process and the issues that exist with regard to an integrated services model. Existing County policies and protocols, and recommended, new policies follow.



Real Estate and Asset Management Planning

The County currently has an informal space acquisition process, which is followed by departments and individuals in varying degrees. Within the CAO's office, the Asset Management group (Asset Management) has developed a Space Request/Evaluation Form, which departments are required to fill out in order to initiate a space search. The Service Integration Branch (SIB) has developed a brochure entitled "*Planning Process for the Co-Location of Multi-Agency Health and Human Services Programs*," which further maps out the entire process from defining the program/project, acquiring and designing space, through move-in. A copy of the brochure can be found on pages 68 and 69 of this report. An overview of the current process is presented below.

Current Space Acquisition Process for Co-Located Multi-Agency Facilities



A detailed description of each of the five steps begins on the next page, along with a discussion of issues that are impeding successful implementation of this process. Suggested adjustments follow.

Real Estate and Asset Management Planning: **Step 1**

Definition of Program or Integrated Service Project

A pamphlet completed by the Service Integration Branch entitled “*Planning Process for the Co-Location of Multi-Agency Health and Human Services Programs*” (2001),” is intended to give some definition to this process, and recommends the following first steps:

- Identify stakeholders and partners, including internal and external agencies.
- Define program mission, goals and objectives.
- Define geographic boundaries.
- Identify characteristics of service to be provided.
- Identify program resources (funding).
- Identify target population.
- Initiate an implementation process.

STEP 1:
Program/
Project
Definition

Issues:

- A lead department or project sponsor is not identified and therefore, no official “body” is designated to help the individual departments reach consensus on the attributes of the integrated service program or project.
- Departments to be involved do not have a process in-place to develop a “business plan” for an integrated service program or project (e.g. funding sources, services to be provided, number of staff from each department).
- Departments frequently do not communicate proactively with Asset Management to notify them that a new integrated service facility is on the planning horizon.
- There is no centralized group, department or agency, which is tasked with supporting the development of integrated family service centers.
- There is limited accountability for a project or program to be realized because responsibility is too widely dispersed both across and within departments.
- Departmental staff are frequently tasked with developing a new integrated project or program in addition to heavy, existing workloads, thereby reducing the concentrated attention that is necessary for success.

Real Estate and Asset Management Planning: **Step 2**

Space Request Completed and Submitted

A Space Request/Evaluation Form, provided by the Asset Management Division of the CAO, is filled out by a representative(s) of the department(s) to be co-located.

Attached to the Space Request/Evaluation Form, a department/agency must attach a “space program,” which outlines “general” space information (e.g. duration of occupancy, program funding). The space program questions on the form also request “size” information (e.g. number of staff to be housed), whether it is a location clients will come to, and what ancillary space and equipment needs exist.

Once submitted, the form is first reviewed by a senior member of the Asset Management Division. If large portions of the form remain undefined, the request may be returned to the department contact(s) listed. Otherwise, clarification of portions takes place through phone conversations, and to a lesser extent at in-person meetings. Once the base program is defined a member of the Asset Management team is assigned to the project to search for space.

STEP 2:
Space
Request

Issues:

- Department Space Management and Facilities Management staff are familiar in varying degrees with the Space Request/Evaluation Form and do not readily ask Asset Management for assistance in defining a space program.
- Department representatives sometimes begin a search for space before filling out a Space Request/Evaluation Form or contacting Asset Management staff, occasionally they even engage in informal negotiations with potential landlords or with community groups, which potentially compromises the County’s negotiating position and/or circumvents the County’s real estate policies.
- Asset Management does not currently facilitate the definition of co-located facility requirements through measures such as regular interviews with departments seeking space. An increased level of support will be necessary as more complicated integrated service projects are developed. This should include a willingness to investigate potential sites that are identified by departments based on their existing community relationships.

Real Estate and Asset Management Planning: **Step 3**

Asset Management Searches for Available Space

Based on the completed Space Request Form, Asset Management begins a search process by first looking at County owned properties where space is available and second, County-leased properties where underutilization may exist.

For the most part health and human services departments are dependent on State and Federal funding (i.e. subvended). Their programs can receive full rent reimbursement if they use leased facilities. Regulation prohibits virtually all reimbursement for owned facilities except for operational costs (e.g. janitorial, electricity), which account for only approximately one quarter of the total operating cost. As a result it is more cost effective for the County to seek leased facilities.

Issues:

- Departments are hesitant to report underutilized or vacant spaces, for fear that they will not be able to recapture additional space if it is needed in the future. As a result, asset inventories do not show the full amount of space that is available and owned spaces that could otherwise be used for departments funded by the County (i.e. Net County Cost) are left vacant.
- Although the majority of health and human services programs are subvended, there are those that are not eligible for such funds. This makes the sharing of facility costs between departments a challenge.
- The existing space search and selection process can be protracted for both single and multi-agency projects. Integrated service projects will require increased levels of attention from departments involved to ensure that the search/acquisition occurs in a timely fashion.



STEP 3:
Space
Search





Real Estate and Asset Management Planning: **Step 4**

Site Selected /Lease Negotiation (as applicable)

Department representative(s) review and visit site or multiple site options with Asset Management. When tours are conducted, department representatives evaluate the ability of a prospective facility to meet the requirements of the programs, staff, and clients. The final selection of a site is then made by both Asset Management and the department(s) in question. Leases are negotiated by Asset Management on behalf of the department(s) to be housed. A space planner/architect (either within Asset Management or a consultant) is also involved at this stage to develop a space plan in cooperation with departments to be housed.

Issues:

- Asset Management leasing agents do not always understand or investigate the programmatic and functional requirements of the services to be housed at a given facility and therefore, may waste time investigating unsuitable sites.
- Community involvement in defining program and site criteria and in helping to evaluate sites usually does not occur, and therefore does not allow for the community to help define the programs/services and spaces that would be most useful for the local population.



STEP 4:
Site Selection/
Navigation



Real Estate and Asset Management Planning: **Step 5**

Space Planning, Construction & Move-In

Once a site is selected, the space program is more fully developed either in-house by Asset Management or with a space planning consultant (in partnership with departments to be housed). Asset Management leads any construction work, furniture selection (based on County standards), installation, and move-in.

Issues:

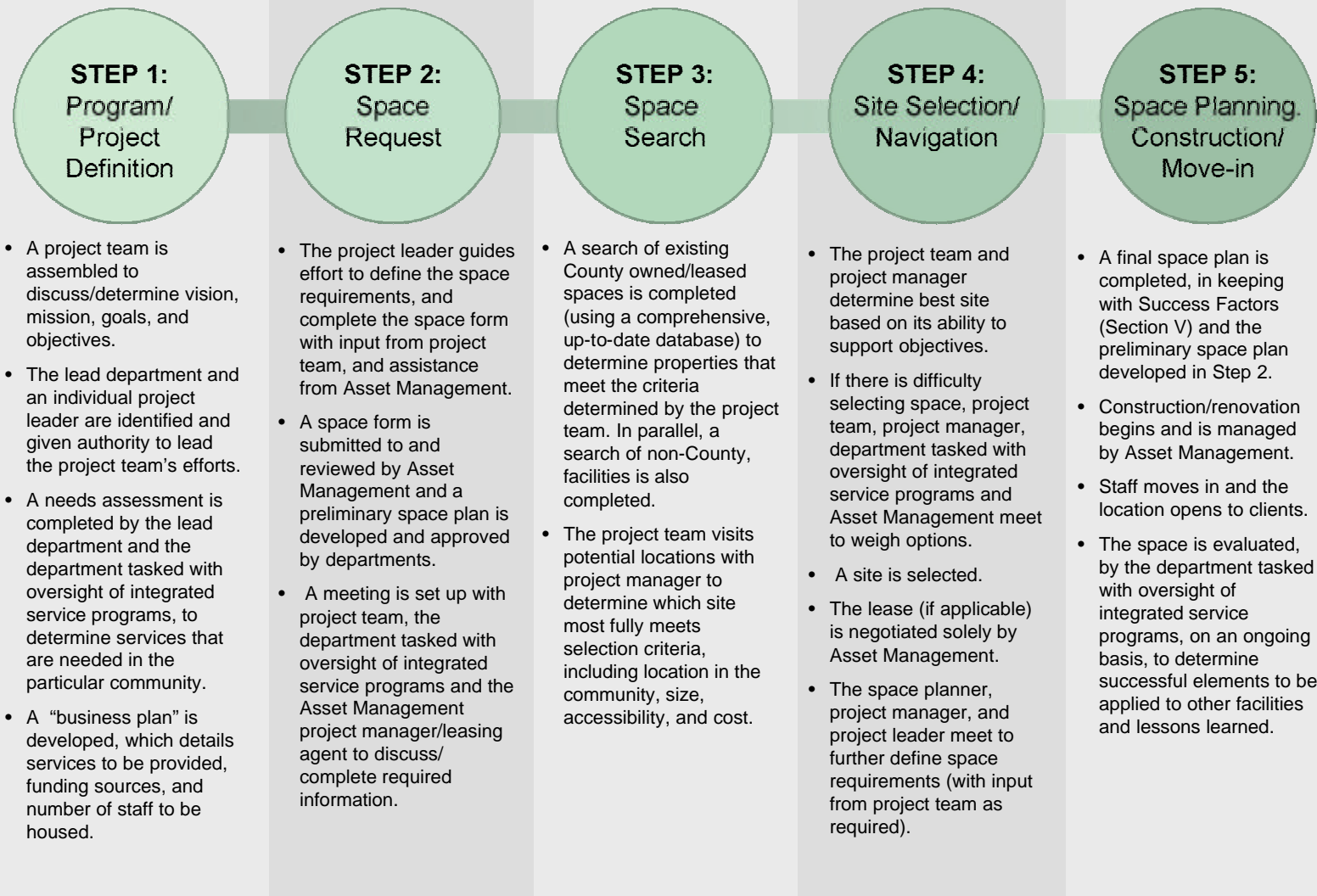
- Departments sometimes work independently with space planners and do not adhere to County space standards.
- A consistent set of technology standards or an integrated technology plan have not been developed. As a result, department and program systems remain largely distinct, thereby impeding information sharing. In addition, varying degrees of technology infrastructure at facilities limits the ability to access and share information in various settings, such as interview or meeting rooms.



STEP 5:
Space Planning,
Construction/
Move-in

Real Estate and Asset Management Planning

Recommended Planning Process for Service Integrated Multi-Agency Facilities



Real Estate and Asset Management Policy: **Current**

The following outlines current policies and protocols that are followed in varying degrees.

Current Policies and Protocols:

- Asset Management must obtain sign-off on information provided on the Space Request/Evaluation Form from Budget and Operations, and Management (CAO) before signing off themselves and conducting a formal space search.
- County-owned buildings are used whenever possible to house programs that are largely non-subsided (i.e. County-funded programs).
- County owned buildings are filled by County-funded departments needing space first, followed by existing leased facilities, before new properties are considered for purchase or lease.
- Asset Management alone negotiates leases on behalf of the County; departments do not.
- Leases above \$7,500 per month and for 3 or more years must be approved by the Board of Supervisors and leases for 10 years or more and for \$1 million or more in total rent must first be approved by the Real Estate Commission before going to the Board. Lease renewals and all other leases can be approved by the CAO's office.
- All non-County occupants (i.e. CBOs) in co-located facilities will have a sub-lease, regardless of whether or not they are paying rent.
- Departments are charged by the square foot for space occupied and shared spaces are charged on a pro-rata basis to each co-located department (with some exceptions).
- County prefers landlords to bear responsibility for maintenance and custodial in new lease arrangements (i.e. Full Service Gross).
- Departments that are the largest tenant in a building are usually designated as the "Proprietor," and are tasked with solving day-to-day facilities problems for all tenants.
- "Departmental requests for deviation from County space standards must be justified by the requesting department, and are subject to review by the CAO." (Source: Asset Management's Space Request/Evaluation Form)





Real Estate and Asset Management Policy: **Recommendations**

Policy Recommendations:

Leadership

- There should be a County department or division specifically assigned to oversee the development of all multi-agency programs, including, but not limited to, facilitating the definition of mission, vision and values, roles and responsibilities, funding sources, space needs, and target population to be served.
- In order to guide the development and implementation of each multi-agency program, a lead department should be designated to every project. An individual County staff member who is responsible for the stewardship of each integrated service project should also be assigned.

Programs and Services

- When determining which programs to locate within a integrated service center, a community needs assessment should be completed first to determine what services already exist in the community (including non-County services) and what services are deemed to be necessary by the local population. Among the sources of information will be case data and the Children's Planning Council Scorecard.
- Each integrated service facility should have a technology plan, developed by the lead department, with the goals of maximizing information sharing (as allowable by law), and fully-supporting a highly collaborative work process.





Real Estate and Asset Management Policy: Recommendations

Policy Recommendations:

Planning

- In order to improve professional competence in space planning, each department's Space Management and Facilities Management staff should be required to complete a training curriculum, to be developed by Asset Management.
- In order to build knowledge of specific needs related to each department's programs, Asset Management should continue, and Leasing should begin, to assign at least one member of their staff to serve each department.
- New integrated service facilities should be evaluated within 3-6 months of occupancy by the County department tasked with oversight of multi-agency programs, in order to determine lessons learned from the site selection and design process and best practices with regard to service delivery. This information should be used to continually advance both the prototype and process for developing integrated service programs.

Portfolio Management

- Utilization of leased and owned facilities should be evaluated on a regular basis and department Facilities/Space Management should be updated on significant, newly available spaces before they are relinquished.
- There should be a plan for the utilization of each space vacated by a department within a timely fashion, and its status should be listed on the County's Asset Inventory.
- The County's space database should continue to be enhanced to provide comprehensive, accurate information on space utilization throughout the County portfolio. In particular, the tabular Building Directory Report (BDR), should be augmented with a new floor plan based graphic occupancy tracking system (e.g. CAFM).



Appendix

- External Best Practices
- County Co-Location Facilities
- Prototype Space Programs
- Planning Process Brochure
- Acknowledgements



External Best Practices

The matrix to the right provides a comparative overview of the space components that comprise the non-County facilities evaluated during the study. These facility examples were used as “best practices” to understand the lessons to be learned from exemplary facilities in California as well as around the country. Additional information and key observations about these facilities can be found on the following pages.

	South Region Center San Diego	Workforce Center Minnesota	Villa Parke Family Resource Center Pasadena	PATH Regional Center Los Angeles
Parking	Adequate/On-site	Limited/On-site in most locations	Limited/Off-site street parking	Adequate/located on-site
Entry	Large, bright, and welcoming main entrance	Varied by location	Bright, welcoming entry through open-air courtyard	Entry is very well marked, bright, & inviting.
Lobby/Reception	Staffed guard stand in lobby/Programs have reception areas with information desks	Varied by location	No internal lobby/ Reception with information desk off of central courtyard with seating	Large lobby off of which “anchor stores” for grouped services are located
Community Room	Large community room off of lobby	At certain locations	Large meeting room off of entrance	Large community room off of lobby
Food Service Area	Vending/lunchroom	NA	NA	Food is served to clients
Child Play Area	NA	NA	NA	Playground located on roof, next to Family Center
Work Spaces	Segregated by program	Varied by location	Private offices, arranged by function	Grouped by similar program types, & separated by “anchor store”
Interview Location	Group interview rooms	Conference/meeting areas	Various offices	Divided booths in Access Center & in “services mall”
Classroom(s)	Numerous large rooms for job/computer training	Numerous large rooms for job/computer training	Numerous large classrooms for child & adult learning	Classrooms are located in the “PATH Academy”
Outdoor Areas	Large courtyard with fountain	Frequently located on university campuses	Courtyard/Second Floor Patio	Rooftop play area & courtyard
Other Areas	Public Health Center	NA	Gym, Multi-Purpose Room, Boxing Ring, School, Library	Homeless Shelter, Health Center, Resource Center
Other Issues	Run by Super Health & Human Services Agency	Trying to quantify cost savings of co-location, extensive training program	Located in City park	Arranged in a “mall” configuration with services bundled into “anchor stores.” Homeless court onsite.

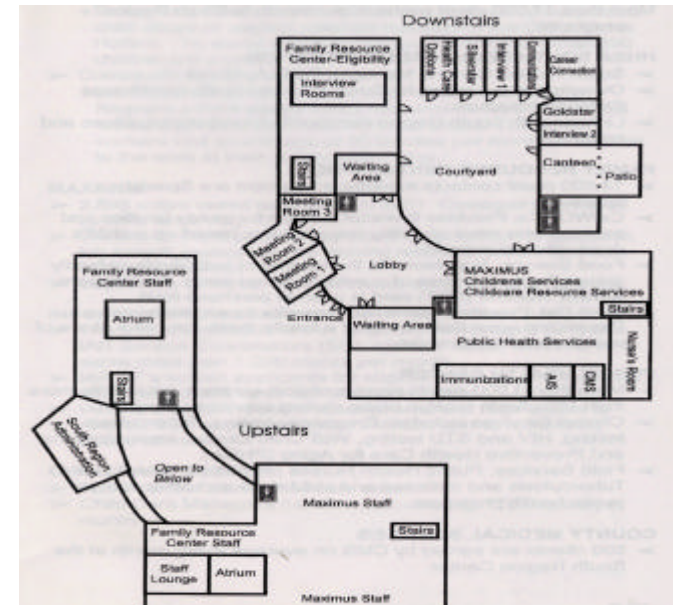
External Best Practices

San Diego South Region Center 690 Oxford Street, Chula Vista

- An integrated health and human services facility
- Run by the County of San Diego/Health and Human Services Agency
- 76,800 square feet
- 350 staff
- Open M-F 8:00 am-5:00 pm (varies slightly by program)

Programs and Services:

- Public Health Center
- Family Resource Center
- Children's Services
- Information, Referral and Assessment
- County Medical Services
- Child Care Resource Services
- Housing Resource Specialist
- Healthy San Diego Health Care Options
- Food Stamp Employment and Training
- Public Assistance Fraud Unit
- Child Support Enforcement
- Juvenile Probation Programs
- Community Connection Team
- MAXIMUS (Welfare-to-Work Program)
- Supplemental Security Income Advocate
- Domestic Violence Prevention Clinic
- Exceptional Family Resource Center
- Consumer Center for Health Education and Advocacy
- Healthy Families
- State Medi-Cal Welfare Investigators
- Children's Hospital Family Support
- Mental Health Systems Assessment and Outreach
- Sweetwater Union H.S. District
- California Children's Services (Offsite)
- Office of Violence Prevention (Offsite)



External Best Practices

San Diego South Region Center - Observations

- **Information sharing is greatly facilitated, and paperwork reduced, by a single, unified “Information, Assessment & Referral” form,** which also requests client authorization to obtain and disclose records.
- **The South Region Center is defined as a community facility, as opposed to a County facility.** This helps reduce the stigma associated with going to a County building, and also encourages the use of the building by neighborhood and community groups for activities such as health fairs.
- **A public health center is on-site to provide limited services, in particular those required to qualify for and maintain co-located programs such as CalWORKs.** Services include pregnancy testing, well child exams, immunization, and HIV/AIDS testing. The co-location encourages participation in such preventative programs as immunizations by virtue of its convenience.
- **The interior space is organized to provide “storefronts” for each program/service, and does not provide a centralized information area or desk.** Therefore, it can be difficult to navigate services if you do not know the program name or a clear understanding of how the County can help you beforehand. Separation of staff into distinct office areas by program also may limit interaction and thus collaboration.

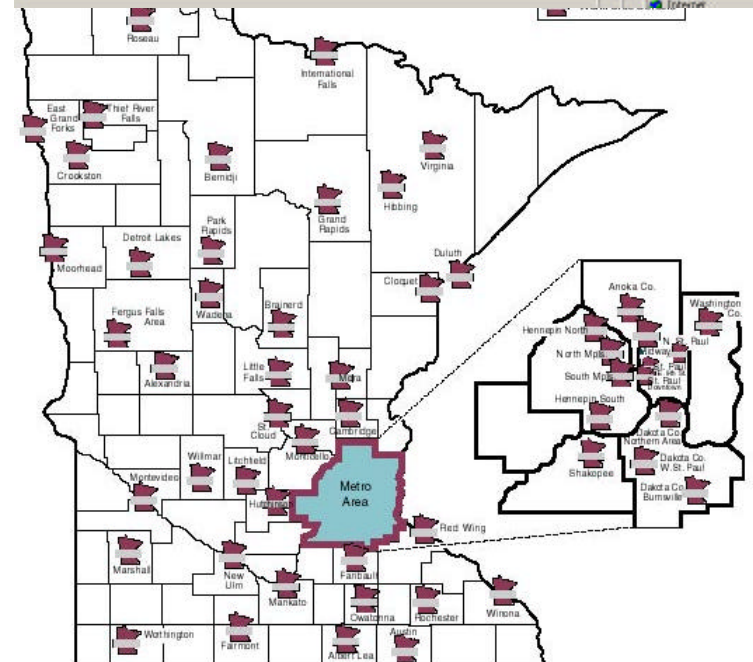
External Best Practices

Minnesota Workforce Centers

- An integrated workforce readiness and training facility
- Run by the State Department of Economic Security
- 53 throughout Minnesota
- Range from 5-15,000 square feet
- Open M-F 8:00 am-5:00 pm

Programs and Services:

- Job service
- State services for the blind
- Rehabilitation services
- Designated local job training provider
- Welfare-to-work programs
- School-to-work programs
- Additional community-based programs



External Best Practices

Minnesota Workforce Centers - Observations

- **The Centers are designed around a set of criteria, which focuses on creating spaces that “capitalize on teaming and partnering opportunities.”** Among the design criteria are requirements that “service providers must occupy contiguous space” and that the design “should reflect integrated use of spaces such as conference rooms, classrooms, common break rooms, shared storage and other facilities.”
- **A cross-training program is required of all staff** to help ensure that everyone can refer and inform those seeking job assistance and/or training.
- **Each location has a core group of services** (Job Service, State Services for the Blind, Rehabilitation Services, and Designated Local Job Training Provider), **as well as “a unique mix of local service providers” based on assessment of local need.** Prior to finding a location, all partners get together to create a formal allocation plan and appropriate contractual arrangements. This plan consists of defining dedicated space by entity plus common area spaces and services (e.g. reception, fax, copying, lunch room, etc.). The lead agency (Department of Economic Security) then finds the space and negotiates the terms of the transaction.
- **The lead agency**, the State Department of Economic Security, **locates space and negotiates the terms of the transaction.** One interesting feature of the leases is that they include **non-penalty cancellation clauses**, whereby all or part of the space can be vacated if one of the partners loses its funding. The only obligation in such an instance is therefore to pay the unamortized portion related to any tenant improvements by the landlord.

External Best Practices

Villa Parke Family Resource Center

363 East Villa Street, Pasadena

- A family resource center based on “psycho/social approach”
- Run by the City of Pasadena
- 41,475 square feet
- 27 staff
- Open M-F 8:00 am-9:00 pm, Sat 8:00 am-5:00 pm, Sun Closed

Programs and Services:

- Women, Infants & Children (WIC)
- Immigration/naturalization Assistance
- Conflict Resolution
- Consumer Advocacy
- Pasadena Unified School District Classes
- Adult Classes (e.g. English As a Second Language)
- Community Police
- City Library
- Recreation Activities (Gym, Basketball, Boxing Ring, Pool, Etc.)
- Youth Soccer League





External Best Practices

Villa Parke Family Resource Center - Observations

- **The local community was actively involved in the process of planning the facility.** The architect was selected by the community and an advisory committee (which included local school representatives, community members and religious-facility representatives) helped the City determine which services and programs should be housed at Villa Parke. A sub-group was assigned to review and guide the design of each of the major spaces, as well as the exterior. The committee also selected an artist to complete a public art project in a central courtyard.
- **The location within an existing City park and on the site of a former boys club, helped root Villa Parke in the neighborhood,** and to promote it as an integrated part of the community. It has been one of the few public buildings in the area to have suffered no vandalism over the past few years, which may speak to the esteem in which the facility is held.
- **Program spaces such as classrooms and offices are balanced with a high degree of recreational facilities,** including a gym, boxing ring and pool. There is also an onsite City library. Therefore, people visit the facility for numerous reasons, and appear to associate it both with the provision of City services and with recreation and enjoyment.

County Co-Location Facilities

People Assisting the Homeless (PATH)

340 North Madison Avenue, Los Angeles

- Run by PATH, a 501(c)3, governed by a Board of Directors
- 40,000 square feet
- Approximately 85 staff
- Open M-TH 7:30 am-4:30 pm, Fridays 7:30am-1:30 pm

Programs and Services:

- CLARE Foundation Substance Abuse Center (Dept. of Alcohol & Drug Rehabilitation)
- Department of Children and Family Services
- Department of Public Social Services
- Employment Development Department
- Gateways Mental Health Center (Department of Mental Health)
- Homeless Veterans Services (Department of Labor)
- Legal Services (Legal Aid, and Public Counsel)
- Los Angeles Unified School District Learning Center
- Los Angeles County Office of Education
- Midnight Mission Food Program
- P.A.T.H. Access Center/Intake and Assessment Services
- PATHFinders Job Preparation Program
- PATHAcademy Job Skills Training Program
- PATHHealth Clinic (University of Southern California)
- P.A.T.H. Homeless Court (L.A. County Superior Court, City Attorney's Office, Public Defender's Office)
- Personal Care Center
- Salvation Army Family Services
- Street Outreach Teams
- Travelers Aid Society of Los Angeles
- Tutoring for Children (Century L.I.F.T. and Schools on Wheels)
- Vera Brown Beauty Salon





County Co-Location Facilities

PATH - Observations

- A **collaborative, and closely integrated** network of County and community agencies are all housed **under a single roof**, providing intake, employment skills, job preparation, mental health care, HIV/AIDS care, substance abuse treatment, legal services, homeless court, access to government services, family/children services, basic education, money management, medical care, veterans services, basic personal care, access to permanent housing. This “service mall” is also linked to emergency, transitional, and permanent housing agencies.
- **Case management is coordinated** among different service providers and similar services are physically co-located together in “anchor stores” (i.e. Employment, Mental & Physical Health Care, Substance Abuse Treatment, and Housing). This appears to ease client navigation of and access to both County and community services.
- **Case tracking system is coordinated and integrated** (to the extent permissible by law) to enable multiple agencies to share information about clients. This level of technology integration also appears to reduce duplication of records management.
- Architecture and interiors are designed to deliberately be “**uplifting, open, relaxing, and bright**” (see photo on page 62) and with a retail, service-oriented approach in mind. This appears to reduce the stigma of coming to such a facility and also to make visits more humane and enjoyable overall.

County Co-Location Facilities

The matrix to the right provides a comparative overview of the space components that comprise the County co-location facilities evaluated during the study. The facilities visited were intended to provide lessons to be applied to the development and implementation of the prototype. It should be noted that the DPSS Region 4 Family Service Center houses multiple DPSS programs but does not have other co-located County agencies within it. Additional information and pertinent observations about these facilities can be found on the following pages.

	Centro Maravilla East Los Angeles	START Program Los Angeles	DPSS Region 4/Family Service Center
Parking	Limited/Off-site street parking	Limited/adjacent staff /public parking	Adequate/On-site staff/client parking
Entry	Entry through planted open-air courtyard	Small, poorly defined main entry	Large, bright entry spaces off of parking & street
Lobby/Reception	Information desk within moderately-sized reception/waiting area	Information desk within Large, unwelcoming reception/waiting area	Numerous, secure information booths & ample seating in Large waiting area
Community Room	Large multi-purpose room off of courtyard	NA	NA
Food Service Area	NA	NA	Cafeteria for staff & clients
Child Play Area	NA	Included in Lobby	Included in Lobbies
Work Spaces	Private offices, arranged by function, various agencies	Workstations arranged by team	Work stations where case workers meet with clients, Large private offices
Interview Location	Various offices	Conference room	Small interview rooms in lobby/Work station seating areas
Classroom(s)	Small converted offices for CBO program	NA	Numerous Large rooms for job/computer training
Outdoor Areas	Small Central Courtyard	NA	Large outdoor gathering space
Other Areas	NA	NA	NA
Other Issues	Serves as a CBO incubator	Located due to space availability	Department oriented space organization

County Co-Location Facilities

Centro Maravilla Community Service Center

4716 Cesar East Chavez Avenue, Los Angeles

- A community service center
- Run by the County of LA/Department of Community and Senior Services
- 27 staff
- Open M-F 8:00 am-5:00 pm, and flexible hours

Programs and Services:

- Parents Fair Share Project
- Buena Vista Mediation Services
- Community Rehabilitation
- Family Unida for People Living with MS
- County Registrar/Recorder
- Garfield Community Adult School (ESL Classes)
- Office of Congresswoman Hilda Solis
- Numerous community-based programs (e.g. Alcoholics Anonymous)



County Co-Location Facilities

Centro Maravilla Community Service Center - Observations

- **The Center is set up to cater to the ever-changing needs of the local community.** Programs are added and altered over time based on an ongoing analysis of need. In addition, the Center serves as a CBO incubator, bringing in emergent groups to provide relevant services, and assisting them in seeking funds and by providing office space.
- **The Center has a large public meeting area** (seating up to 75 people) **that is actively used by numerous community groups** for trainings, recreation/social, activities and meetings. Among the diverse organizations that use the Center, and who draw people to it, are the Fair Housing Council, Susie Q Sewing and Crochet Class, NA/AA, and Project Return for Mental Health.
- **Information is provided in person and on overcrowded tables where pamphlets and fliers are difficult to locate.** The cross-trained staff role works well as an information source, but the placement and sheer breadth of printed materials makes the search for information confusing and thus limits its effectiveness.

County Co-Location Facilities

START Program/Borax Building

3075 Wilshire Boulevard, Los Angeles

- An inter-departmental program co-located at County/DCFS building
- Lead agency for START is the County of LA/Department of Mental Health. The Borax Building is a Department of Children and Family Services facility.
- 132,488 square feet (building total)
- 20 staff
- Open M-F 8:00 am-5:00 pm

Programs and Services:

- START Program (multi-agency program, which provides services to transition age youth)
- Numerous Department of Children and Family Services functions exist within the building





County Co-Location Facilities

START Program/Borax Building - Observations

- **The START program's work spaces are arranged by teams, which supports the goals of working closely together regardless of department affiliation.** Four work stations are arranged around a central file, where shared records are housed. Although there is no immediately proximate communal space, a shared conference room is used by the teams for both interviews, case management, and meetings.
- **The entrance to the Borax Building on Wilshire Boulevard is unwelcoming due to lack of signage, poor lighting, and outdated design,** which harkens back to its roots as a commercial office building. As a result, the facility feels institutional in nature and may reinforce a stigma associated with seeking County services.
- **Lack of signage throughout the building, combined with multiple entrances, makes it difficult to navigate for visitors.**

County Co-Location Facilities

DPSS Region 4 Office/Family Service Center

3833 South Vermont Avenue, Los Angeles

- CalWorks and GAIN Region office
- Run by the County of LA/Department of Public Social Services
- 130,000 square feet
- 475 staff
- Open M-F 7:00 am-3:00 pm

Programs and Services:

- Greater Avenues to Independence (GAIN) office
- CalWORKs (Welfare-to-Work)
- Appeals and State Hearing Program



County Co-Location Facilities

DPSS Region 4 Family Service Center - Observations

- **This brand new facility presents a highly professional but subdued environment for the population served,** as well as for the County staff housed within it. Interior spaces are finished with extremely high quality finishes, but are somber in color and are not adorned with artwork or decoration that is engaging or uplifting.
- **Outdoor areas with tables and seating are provided for staff and the serviced population alike,** making lunch time or periods between appointments far more enjoyable. The outdoor courtyard also has music piped in and is well-landscaped to provide separation from the surrounding streets.
- **Ample, attached parking is provided free of charge to staff and visitors** and numerous bus routes converge one block from the facility.
- **Workstations have high panel heights and are arranged in long rows, which limits the openness of the environment and connections between staff,** while failing to limit noise transference. In addition, offices are extremely large based on functional needs, and in some cases, are not in accordance with County standards.





Prototype Space Programs

The following pages provide **macro-level programs** for the three prototype scenarios depicted in Section IV of this report. Following a community needs assessment and development of a “business plan” for each integrated service facility, a detailed space program for each facility will need to be completed to determine, among other things, the specific spaces to be included, their respective sizes, the number of workspaces and offices, and adjacencies.

The core space components that comprise each of the scenarios are categorized as **public, semi-public and private** to indicate the degree to which the spaces are intended to be accessible to all clients and visitors, clients and visitors on a scheduled or invited basis, or only County and CBO staff and non-client visitors.

A **circulation factor** of 35% has been added to the net square footage to account for primary circulation spaces throughout the facility (e.g. corridors). In addition a **rentable factor** of 12% has been added to account for shared areas such as restrooms, lobbies, and spaces that house building systems. Both of these factors are within the industry standard and are commonly included when determining the total amount of square footage required.

The three scenarios described on the following pages are:

- **Basic**
- **Full-Service**
- **Limited-Service**

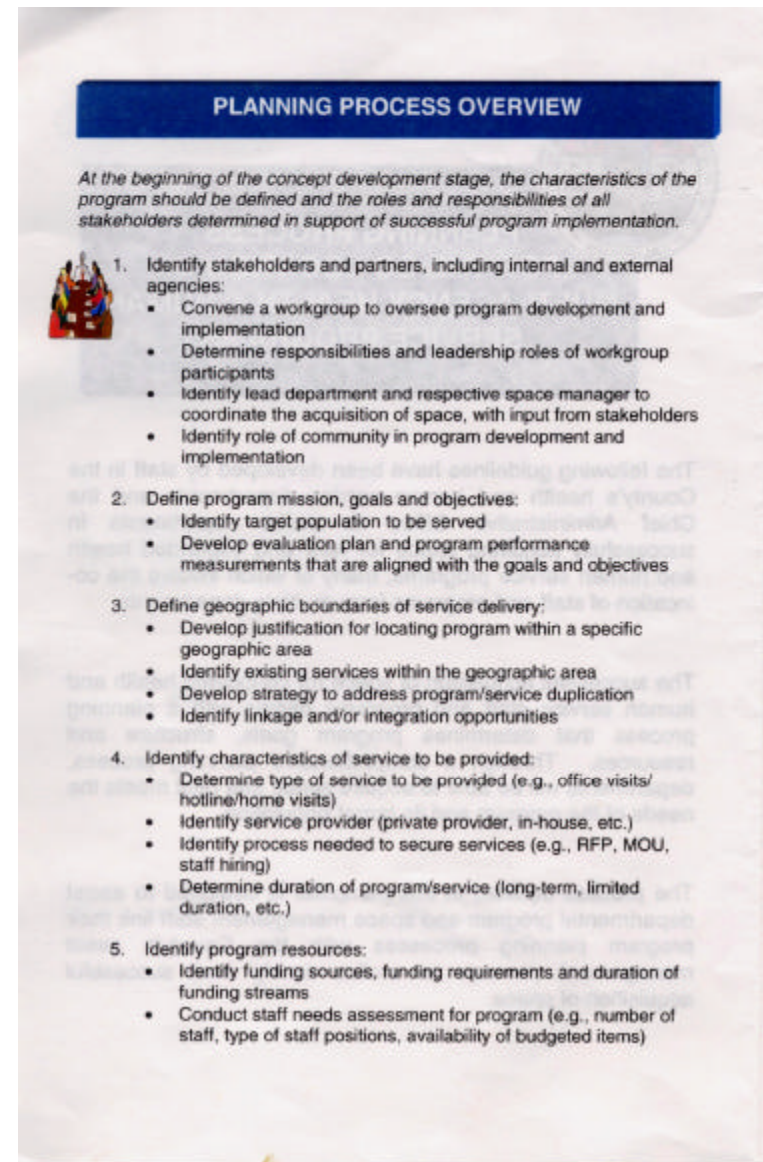
		Prototype One: Basic			Prototype Two: Full-Service			Prototype Three: Limited-Service		
	Core Components	Size (Sq. Ft) Each	Quantity	Sub-Total	Size (Sq. Ft.) Each	Quantity	Sub-Total	Size (Sq. Ft.) Each	Quantity	Sub-Total
Public	Lobby/Reception Area	1,200	1	1,200	1,800	1	1,800	600	1	600
	Children's Play Area	225	1	225	225	2	450	120	1	120
	Food Service/Vending	300	1	300	900	1	900	200	1	200
Semi-Public	Interview Rooms	200	6	1,200	200	12	2,400	200	3	600
	Assembly/Training	1000	1	1,000	1250	1	1,250	800	1	800
	Health Center	1050	1	1,050	1850	1	1,850	-	-	-
Private	Multi-Service Workspace	130	50-75	6,500-9,750	130	150-225	19,500-29,250	130	12-25	1,560-3,250
	Meeting Rooms	300	2	600	300	4	1,200	300	1	300
	Total Workspace and Common Areas (Net Square Footage)	-	-	12,080-15,330	-	-	29,350-39,100	-	-	4,180-5,870
	+ Circulation Factor (35%)	-	-	4,230-5,360	-	-	10,270-13,690	-	-	1,460-2,050
	Usable Square Footage	-	-	16,310-20,690	-	-	39,620-52,790	-	-	5,640-7,920
	+ Rentable Factor (12%)	-	-	1,960-2,480	-	-	4,750-6,330	-	-	680-950
	Rentable Square Footage	-	-	18,270-23,170	-	-	44,370-59,120	-	-	6,320-8,870

	Core Components	Size (Square Feet) Each	Quantity	Sub-Total	Notes
Public	Lobby/Reception	1,200	1	1,200	Seating for up to 50 people (750 square feet, 15 square feet/person), as well as space for printed information/materials to be displayed, possible web-based kiosks, a concierge desk for 2-3 cross-trained County staff members, and room for limited security apparatuses (e.g. x-rays), as required.
	Children's Play Area	225	1	225	Space for up to 15 children (15 square feet each) to play under the supervision of their parents.
	Food Service/Vending	300	1	300	Space for 2-3 vending machines and 3 lunch tables for up to 4 people.
Semi-Public	Interview Rooms	200	6	1,200	6 interview rooms each seating up to 8 people (25 square feet/person seated at a table), to accommodate variously sized groupings, including client families with multiple children. Based on an estimated average duration of one hour, these interview rooms would provide for 240 interviews per week/960 per month.
	Assembly/Training	1000	1	1,000	Space for up to 40 people seated at tables (25 square feet/person) and approximately 65 seated auditorium style (15 square feet/person).
	Health Center	1050	1	1,050	Includes a reception desk for 2 staff members (100 square feet), waiting area to seat 15 clients (225 square feet, 15 square feet/person), four exam rooms (500 square feet, 125 square feet each), and files/supply (225 square feet).
Private	Multi-Service Workspace	130	50-75	6,500-9,750	Workspace square footage includes both offices and workstations for between 50 and 75 County and CBO staff, as well as basic support areas such as files, copy/fax rooms, and coffee pantries.
	Meeting Rooms	300	2	600	2 meeting rooms each seating up to 12 people (25 square feet/person seated at a table) to accommodate variously sized meetings of County and CBO staff and visitors. Together, the meeting rooms provide 24 seats or approximately .5 conference chairs per
	Total Workspace and Common Areas (Net Square Footage)	-	-	12,080-15,330	Total workspace and common areas indicates the square footage range required, depending on the County/CBO staff numbers at each location.
	+ Circulation Factor (35%)	-	-	4,230-5,360	The circulation factor includes the primary circulation (e.g. corridors) between workspaces and common areas, and to the building core and exits.
	Usable Square Footage	-	-	16,310-20,690	-
	+ Rentable Factor (12%)			1,960-2,480	The rentable factor includes such additional shared areas as restrooms, corridors, lobbies, building systems and janitorial rooms.
	Rentable Square Footage			18,270-23,170	-

	Core Components	Size (Square Feet) Each	Quantity	Sub-Total	Notes
Public	Lobby/Reception	1,800	1	1,800	Seating for up to 80 people (1,200 square feet, 15 square feet/person), as well as space for printed information/materials to be displayed, possible web-based kiosks, a concierge desk for 2-3 cross-trained County staff members, and room for limited security apparatuses (e.g. x-rays), as required.
	Children's Play Area	225	2	450	Includes either one large or two smaller play areas for up to 15 children (15 square feet each) to play under the supervision of their parents.
	Food Service/Vending	900	1	900	Space for 4-5 vending machines and 9 lunch tables for up to 4 people. In some locations, this space may be augmented with food service.
Semi-Public	Interview Rooms	200	12	2,400	12 interview rooms each seating up to 8 people (25 square feet/person seated at a table), to accommodate variously sized groupings, including client families with multiple children. Based on an estimated average duration of one hour, these interview rooms would provide for 480 interviews per week/1,920 per month.
	Assembly/Training	1250	1	1,250	Space for up to 50 people seated at tables (25 square feet/person) and approximately 85 seated auditorium style (15 square feet/person).
	Health Center	1850	1	1,850	Includes a reception desk for 2-3 staff members (150 square feet), waiting area to seat 25 clients (375 square feet, 15 square feet/person), eight exam rooms (1000 square feet, 125 square feet each), and files/supply (325 square feet).
Private	Multi-Service Workspace	130	150-225	19,500-29,250	Workspace square footage includes both offices and workstations for between 150 and 225 County and CBO staff, as well as basic support areas such as files, copy/fax rooms, and coffee pantries.
	Meeting Rooms	300	4	1,200	4 meeting rooms each seating up to 12 people (25 square feet/person seated at a table) to accommodate variously sized meetings of County and CBO staff, and visitors. Together, the meeting rooms provide 48 seats or approximately 1 conference chairs per person based on a staff of 50, and approximately .66 conference chairs per person based on a staff of 75 (not including Assembly/Training areas). Depending on staff numbers, this is generally within the industry standard planning range of .25-.75 conference seats per person in administrative workplace settings.
	Total Workspace and Common Areas (Net Square Footage)	-	-	29,350-39,100	Total workspace and common areas indicates the square footage range required, depending on the County/CBO staff numbers at each location.
	+ Circulation Factor (35%)	-	-	10,270-13,690	The circulation factor includes the primary circulation (e.g. corridors) between workspaces and common areas, and to the building core and exits.
	Usable Square Footage	-	-	39,620-52,790	-
	+ Rentable Factor (12%)			4,750-6,330	The rentable factor includes such additional shared areas as restrooms, corridors, lobbies, building systems and janitorial rooms.
	Rentable Square Footage			44,370-59,120	-

	Core Components	Size (Square Feet) Each	Quantity	Sub-Total	Notes
Public	Lobby/Reception	600	1	600	Seating for up to 25 people (375 square feet, 15 square feet/person), as well as space for printed information/materials to be displayed, possible web-based kiosks, a concierge desk for 2-3 cross-trained County staff members, and room for limited security apparatuses (e.g. x-rays), as required.
	Children's Play Area	120	1	120	Space for up to 8 children (15 square feet each) to play under the supervision of their parents.
	Food Service/Vending	200	1	200	Space for 2 vending machines and 2 lunch tables for up to 4 people.
Semi-Public	Interview Rooms	200	3	600	3 interview rooms each seating up to 8 people (25 square feet/person seated at a table), to accommodate variously sized groupings, including client families with multiple children. Based on an estimated average duration of one hour, these interview rooms would provide for 120 interviews per week/480 per month.
	Assembly/Training	800	1	800	Space for approximately 35 people seated at tables (25 square feet/person) and approximately 55 seated auditorium style (15 square feet/person).
Private	Multi-Service Workspace	130	12-25	1,560-3,250	Workspace square footage includes both offices and workstations for between 12 and 25 County and CBO staff, as well as basic support areas such as files, copy/fax rooms, and coffee pantries.
	Meeting Rooms	300	1	300	1 meeting room seating up to 12 people (25 square feet/person seated at a table) to accommodate variously sized meetings of County and CBO staff, and visitors. The meeting room provides 12 seats or approximately 1 conference chairs per person based on a staff of 12, and approximately .5 conference chairs per person based on a staff of 25 (not including Assembly/Training areas). Depending on staff numbers, this is generally within the industry standard planning range of .25-.75 conference seats per person in administrative workplace settings.
	Total Workspace and Common Areas (Net Square Footage)	-	-	4,180-5,870	Total workspace and common areas indicates the square footage range required, depending on the County/CBO staff numbers at each location.
	+ Circulation Factor (35%)	-	-	1,460-2,050	The circulation factor includes the primary circulation (e.g. corridors) between workspaces and common areas, and to the building core and exits.
	Usable Square Footage	-	-	5,640-7,920	-
	+ Rentable Factor (12%)	-	-	680-950	The rentable factor includes such additional shared areas as restrooms, corridors, lobbies, building systems and janitorial rooms.
	Rentable Square Footage	-	-	6,320-8,870	-

Planning Process Brochure



Planning Process Brochure

- Determine space needs for staff and ancillary space needs (e.g., conference rooms, file storage, etc.)
 - Determine information technology and equipment needs (e.g., furniture, computers, voice/data systems, security, etc.)
6. To implement a successful co-located program:
 - Identify lead department to coordinate development of co-location space usage plans, with input from all partners
 - Identify which agencies will be co-located
 - Determine agency-specific needs, requirements and processes
 - Conduct space needs assessment for co-located program
(See Space Planning & Acquisition Process section below)
 7. Initiate a program implementation process:
 - Develop an implementation plan with action steps and timeframe to guide implementation of the project (the timeframe should be based on a realistic time period allotted for identifying and acquiring appropriate space, typically 9 to 12 months)
 - Ensure alignment of program goals and the implementation plan with the County Strategic Plan, the Service Integration Action Plan (SIAP) and other Countywide and departmental planning processes
 - Confirm and undertake necessary approval processes – Department management, Department Space Management, CAO Space Management

SPACE PLANNING & ACQUISITION PROCESS

While all programs requiring space must work with the CAO Asset Planning and Space Management team to acquire the appropriate space, multi-agency program initiatives that require co-located staff often require additional planning, coordination and communication between the CAO and departmental program and space management staff.

Departments seeking space should allow approximately 9-12 months for the space acquisition process to be completed. The acquisition of space is often dependent on many factors, including: availability of desired space in community, lease negotiations, code compliance, tenant improvements, Board of Supervisors and Real Estate Commission approval processes, etc. The program implementation plan and timeline should take this timeframe into consideration.



1. Involve departmental space manager from the beginning of the program concept development process to serve as an advisor on space-related issues and a liaison with the CAO Asset Planning and Space Management staff. (The departmental space manager should also be responsible for notifying the CAO early in the process of any co-location plans and the involvement of community stakeholders.)
2. Clearly identify community involvement in the space identification process where relevant
3. Conduct a review of County policies/processes
4. Identify program requirements for space (this should be based on program resource needs identified earlier in the process)
5. Align space needs with existing Countywide and departmental space policy/procedures
6. Address the following in support of completing the County of Los Angeles Space Request/Evaluation form:
 - Confirm funding source
 - Validate space standards
 - Identify geographic area where program is to reside and assess area in relation to service boundary
 - Conduct review of existing departmental space where appropriate:
 - Assess viability of using existing departmental space
 - Explore non-routine or non-traditional program sites with the CAO (e.g., community-based, storefront location, non-County department space)
 - Compare space request to County Asset Management Principles
 - Provide justification for consideration of exceptions to existing departmental/County policies and procedures
7. Submit a completed County of Los Angeles Space Request/Evaluation form to the CAO for approval
8. Provide consultation to the CAO as they work to acquire the space for the program. (While the CAO is the only County entity authorized to acquire space for County programs, departmental and community consultation and input is encouraged throughout the process)



Acknowledgements

Study Team:

County Staff

Alisa Drakodaidis, Chief Administrative Office
Deena Margolis, Chief Administrative Office
Michele Vercoutere, Chief Administrative Office
Sharon Yonashiro, Chief Administrative Office

Gensler

Anne Ferree
Loree Goffigon
Johnathan Sandler
Jim Oswald
Shamus Halkowich

Asset Strategies

Judy Frank

Data Collection Participants:

CAO & Department Head Meeting

David Janssen/Chief Administrative Officer
Walter Kelly/Chief Administrative Office
Sharon Yonashiro/Chief Administrative Office
Sharon Harper/Chief Administrative Office
Anita Bock/Department of Children and Family Services
Rufus White/Department of Children and Family Services
Paul Higa/Probation Department
Marvin Southard/ Department of Mental Health
Bryce Yokomizo/Department of Public Social Services

Interviews:

Fernando Buitrago/Probation Department
Letecia Cardenas Shaw/Children's Planning Council/SPA 6
Eva Carrera/Department of Mental Health
Yea-Lan Chiang/Children's Planning Council
Shirley Christensen/ Department of Public Social Services
Carolyn Cobb/Department of Public Social Services
Dwayne Dawson/Family Resource Center Initiative
Adine Forman/Community and Senior Services
Linda Gibbs/ Department of Children and Family Services
Astrid Hager/Department of Health Services
Lisa Hayes/ Department of Public Social Services
Francesca Jones/Probation Department
Corneitha Kirk/ Department of Public Social Services
Kathy Malaske-Samu/Chief Administrative Office
Gloria Mamokhin/Interagency Children's Services Consortium
Toni Saenz Yaffe/Children's Planning Council
Carol Salva/Probation Department
Jeanne Smart/Department of Health Services
Crystal Smith-Cooper/Department of Children and Family Services
Michele Vercoutere/Chief Administrative Office
Sharon Yonashiro/Chief Administrative Office

Acknowledgements

Site Visits

Serafin Espinoza, Villa Parke Family Resource Center
Kenneth James, Villa Parke Family Resource Center
Karen Olen, Centro Maravilla Community and Senior Service Center
Irma Resendez, Familia Unida (Centro Maravilla)
Sandra Hardy, START
Lynetta Edwards, Department of Public Social Services, CalWORKS
James Adams, Department of Public Social Services GAIN

Findings Worksession

Jake Aguilar/ Department of Public Social Services
Shirley Christensen/Department of Public Social Services
Dwayne Dawson/Family Resource Center Initiative
Paul Freedlund/ Department of Children and Family Services
Gayle Haberman/Department of Health Services
Ed Haynes/Children's Planning Council – SPA 6
Linda Jenkins/Child Support Services Department
Elan Melamid/Department of Children and Family Services
Jim Moreno/ Department of Mental Health
Carol Salva/Probation Department
Jeanne Smart/Department of Health Services
Sandra Thomas/Department of Mental Health
G. Lind Taylor/Commission for Children and Families
Michele Vercoutere/Chief Administrative Office

